

KARIN SAKOWSKI

The Role of National-Institutional  
Context in Organisations and  
in Organisational Innovation:  
The Case of Western and Central and  
Eastern European Countries



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**KARIN SAKOWSKI**

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## LIST OF AUTHOR'S PUBLICATIONS AND CONFERENCE PRESENTATIONS

### Book Chapters

Reino, A., Kask, T., **Kala (Sakowski) K.**, Neidre, A. (2012) Transformation of organisational culture and effects on innovative activities on an example of Estonian ICT companies, in *Innovation Systems in Small Catching-Up Economies*, in the Springer Book Series "Innovation, Technology and Knowledge Management".

### Journal articles

**Kala (Sakowski), K.** (2008) The social origins of the Estonian non-profit sector *Trames: Journal of the Humanities and Social Sciences*, 4, 12.

**Sakowski, K.**, Vadi, M., Meriküll, J. (2015). Formalisation of organisational structure as a subject of path dependency: an example from Central and Eastern Europe. *Post-Communist Economies*, 27, 1, pp. 76–90.

**Sakowski, K.**, Vadi, M., Meriküll, J. (2018) Patterns of organisational innovation: comparison of western and eastern countries in Europe, *Innovation: The European Journal of Social Science Research*, DOI: 10.1080/13511610.2018.1467753.

### Conference Proceedings

**Kala (Sakowski), K.** (2007) The social origins of the Estonian non-profit sector, *Management Theory and Practice: Synergy in Organisations. Proceedings, articles*, Ed. Türk, K., Vadi, M., Aidla, A. Third International Conference; Tartu, Estonia; 3–4 April 2007.

### Conference Presentations

**Sakowski, K.**, (2013), An Assessment of Industry Effects on Organisational Structure in the Estonian Manufacturing and Service Industry, Doctoral Summer School, August 2013, Kuressaare, Estonia.

**Sakowski, K.**, (2014), The Role of Organisational Innovation Capability in the Performance of Companies: The Case of the Estonian Software Industry, Doctoral Summer School, August 2014, Kubija, Estonia.

**Sakowski, K.**, (2014), Formalisation of Organisational Structure as a Subject of Path Dependency. An Example from Estonia, 3<sup>rd</sup> International Conference on Path Dependence, 17-18 February, 2014, Berlin, Germany

**Sakowski, K.**, (2016), Leading a workshop on organisational structure during the Conference Digital transformation of corporate business 14.11.2016.

# INTRODUCTION

## List of papers

1. Reino, A., Kask, T., Kala (Sakowski) K., Neidre, A. (2010) Transformation of organisational culture and effects on innovative activities on an example of Estonian ICT companies. in *Innovation Systems in Small Catching-Up Economies* (in the Springer Book Series "Innovation, Technology and Knowledge Management").
2. Sakowski, K., Vadi, M., Meriküll, J. (2015). Formalisation of organisational structure as a subject of path dependency: an example from Central and Eastern Europe. *Post-Communist Economies*. 1, 2015, pp. 76–90.
3. Sakowski, K., Vadi, M., Meriküll, J. (2018) Patterns of organisational innovation: comparison of western and eastern countries in Europe, *Innovation: The European Journal of Social Science Research*, DOI: 10.1080/13511610.2018.1467753.

## Motivation for the research

This research is motivated by the importance of innovation as a crucial factor in business today and by the ongoing need to identify the factors that influence this ability within an organisation. Innovation has been identified as the major source of economic growth, competitive advantage and industrial change, and a way of ensuring them over a long period (Grand et al, 2010, Christensen et al., 2004; Tidd et al., 2001). In his seminal study, Normann (1971, p.215) takes the fresh trends of organisational theory of the time and his own empirical studies and argues that innovation can only be understood in the context of the very complex interaction patterns between cognitive and political processes in organisations.

Current perspectives on innovation say that it is a complex, dynamic and multi-level concept, where the characteristics of firms and their environment play a role together with a time component. The targets of innovation vary from products and processes to organisational formation and marketing and it is a complex activity that involves several areas of an organisation, its clients, and its suppliers (Marotti de Mello, 2008).

It is often reported in the scientific literature that organisational innovation (OI) is closely related to other types of innovation, like technological innovation or process innovation (Ballot et al., 2015; Camisón and Villar-López, 2014; Armbruster et al., 2008). This means a distinction must be made between the terms ‘innovative organisation’ for a characteristic of an organisation and ‘OI’ as a complex set of activities.

OI is important as one source of competitive advantage, as several studies have shown (Damanpour et al., 2009; Greenan, 2003; Hamel, 2009; Caroli and Van Reenen, 2001; Goldman et al., 1995). Previous studies indicate that OI

itself can be a source of innovation, while also being an enabler for other innovation types. Surprisingly, European statistics show that despite this, about 70% of European firms do not report organisational innovation (see Tables 1, 2 and 3 in publication 3). That means there are a lot of missed opportunities to boost business, and this motivates the author of this dissertation to go deeper into studying the factors which shape OI activities in organisations.

There is a research gap around the question of which of the factors that define its context are related to OI (Ganter and Hecker, 2014; Damanpour, 2009). This dissertation is a contribution to this field of research, as it studies how the national, historical and organisational context influences OI in organisations. Europe, with its historical developments and cross-country heterogeneity, offers an ideal ground for studying this.

The notion of the national historical context in this dissertation assumes that societal developments do not occur in a vacuum but are part of larger trends or patterns, and so are subject to path dependency. This is also widely accepted by researchers in this field (see e.g. David, 1985; Arthur, 1994; North, 1990; Pierson, 2000; Sydow et al., 2009). Society in turn builds a context for the organisations they act in.

Further, one important contextual factor for OI is the structural composition and the culture of an organisation. Organisational culture and structure are among the most commonly used concepts for explaining *what* happens in organisations and *why* it happens. A consequence of their high explanatory and predictive power for understanding organisational life is that they are often used as independent variables in organisational research, but at the same time their interplay has also been of interest to researchers (Janićijević, 2013; see also Zheng et al., 2010).

Organisational culture and organisational structure are treated in this dissertation as wider means for channelling and shaping an organisation and its innovative activities. The organisational culture, stemming from a certain national and historical context constrains the structural appearance of an organisation, and this in turn affects the OI in an organisation.

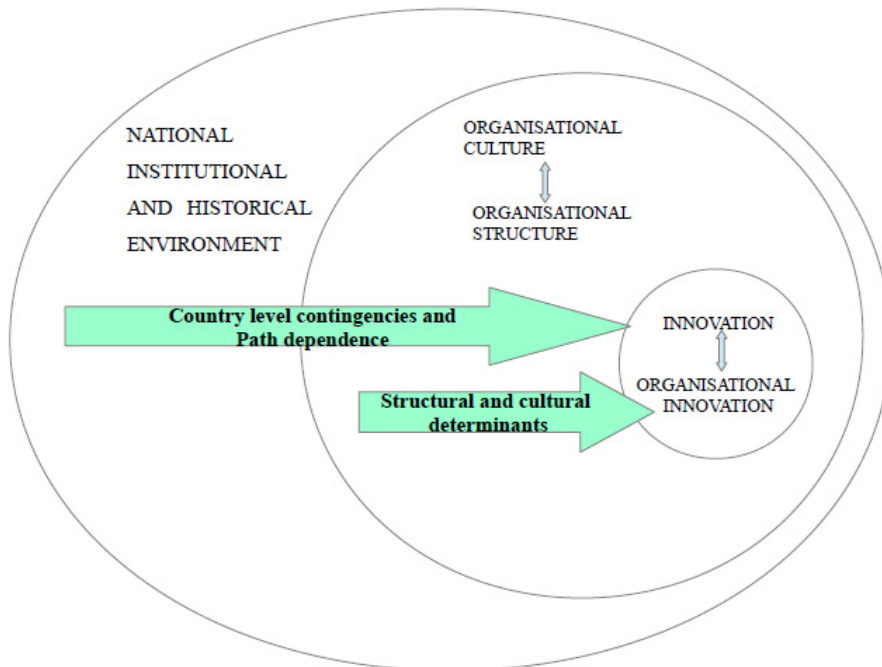
In previous research we can find different propositions for how structural formation can make organisations more innovative (Westerman et al., 2006; Tushman and O'Reilly, 1997; Siggelkow and Levinthal, 2003; Iansiti, 1997; Christensen 1997). The design, or more narrowly the structural choices, depends on the organisational culture that stems at least in part from the national institutional and historical environment. This means that formalisation, as one of the main components of organisational structure, could be seen as the degree to which an organisation's culture is written (Price, 1997; Pugh et al., 1968, 1969). Valeyre et al. (2009) found significant country differences within the European Union for work organisation or 'written culture' described in this way. This illustrates how countries with similar institutional or historical backgrounds fall into one group for their style of work organisation.



Nevertheless, the literature that explores societal and organisational variations and which could help in understanding the effect of the institutional environment on OI remains limited.

### Positioning and the originality of the research

Organisational innovation is a dynamic and multi-level phenomenon which can only be understood in its wider context. For this reason this study integrates the concepts of *institutional and historical context*, *organisational structure*, *organisational culture* and *organisational innovation*. The study proposes a conceptual framework of environmental and organisational factors that influence organisational innovation, which has not previously been done in this way. The approach taken here deals with organisational innovation as a phenomenon that is embedded in the context of a given organisation, which in turn is embedded in the context of the national institutional and historical environment (Figure 1). To draw a border separating the organisation itself from its environment, a definition of how this phenomenon is used in this dissertation follows.



**Figure 1.** Conceptual framework of the study: the process by which institutional and organisational context determine OI (author's compilation). The arrows show the direction and influence of the process.

The environment discussed in scientific research can be the task environment of customers, labour, competition and suppliers; the general environment of political and legal, economic, socio-cultural, or technological factors; or the internal environment of employees, management and culture (Price, 1997). This study considers both the general environment and its historical components, which are the national and historical context, and the internal environment, which means the culture and structure of the organisation.

As Figure 1 shows, this dissertation will tackle how the two thematic circles of the national institutional and historical environment and the organisational structural and cultural context affect the perception and practice of organisational innovation in organisations.

The concept of this thesis is in the wider sense based on two important theoretical approaches: the contingency approach and the path dependency approach. Combining these concepts is meaningful because “the attention to contingency provides a foundation for exploring how apparently random, accidental and small events can have major consequences over time” (Fioretos et al., 2016).

The term *contingency theory* was first coined by Fiedler (1964), and it is today one of the main approaches to describing the life of organisations. The essence of Fiedler’s work was that the optimal style of organisation or leadership depends on various internal and external constraints. In a similar vein Scott (1981) states that “the best way to organise depends on the environment this organisation must relate to”.

The concept of *path dependence* can be summarised very simplistically as meaning that history matters. In economics it is strongly related to the concept of *evolutionary economics* shaped by Nelson and Winter (1982), who proposed that routines are the most basic unit of analysis for understanding how an economy changes.

Taking these two theoretical approaches, this dissertation stresses the need to treat organisational innovation in an integrated manner as a part of organisational and societal processes.

One further methodological contribution of this dissertation is a new definition of OI that makes it possible to go deeper into measuring the intensity of OI than has ever been done before. The thesis introduces a novel OI typology with seven OI categories based on the traditional three Oslo manual OI types.

## **The aim and research tasks of the thesis**

The thesis aims to show how differences in socio-historical development and nation-specific organisational contingencies are related to differences in the cultural and structural formation of organisations and even more so to differences in OI perception and capacity. The role of socio-historical developments and organisational configurations has been studied with a comparative analysis of some European countries that are in the European Union. These countries

currently share many similarities as they are members of the EU and they also have similar democratic and market economy-oriented institutional backgrounds. However, the Cold War divided Europe into two distinct zones, a communist one and a market-oriented one, until a quarter of a century ago, and this offers a good basis for investigating how past developments at national level affect the way organisations operate and innovate.

To achieve this, the following research tasks have been set:

- to analyse and summarise the theoretical background for OI;
- to analyse and summarise the theoretical approaches to organisational structure as the context for OI activities;
- to analyse the formation of certain cultural manifestations in organisations and their influence on the structural arrangements in the organisation as a context for OI;
- to analyse the role of national institutional and historical context in the use and diffusion of specific organisational practices;
- to build research questions and hypotheses based on literature
- to introduce data and methodology
- to present three empirical studies on organisational differences and peculiarities in Europe to show the importance of a certain national context for organisations and OI;
- to analyse, and generalize the results of the empirical studies
- to identify further research tasks in this field.

This dissertation is based on three published scientific articles. Each of them covers a part of the whole concept presented in Figure 1. The first article deals with the transformation of organisational culture and its relation to innovation activities, and contributes to illustrating how the national and organisational context has an influence on organisations and their innovation activities. The second article highlights the influence of a certain national and historical setting on the structural formation of an organisation. The third article focuses on OI in organisations and its patterns that stem from the national and historical context of an organisation.

## **Structure and scope of the thesis**

This thesis is organised as follows: part one provides an overview of the related literature and the theoretical background of the study. The research questions are also posed in this part, the conceptual hypotheses are built, and the research methodology and data are described; part 2 presents the empirical studies this dissertation is based on, while part 3 summarises and discusses the results. In this part the limitations of the research are also discussed and suggestions for further research are made.

OI touches upon a broad range of general organisational themes like technological innovation, strategy, environment, structure, culture and more. This study focuses on the narrower organisation-level environment and the wider national environment of OI and on the interplay between them. At the same time, there are also individual factors alongside the broader environmental and organisational factors that affect the implementation of OI in organisations, like personality, motivation and cognition ability (Zennouche et al., 2014). This aspect of an individual as the source of innovation in an organisation will not be covered by this study.

Further, the study comes to conclusions which are drawn from the comparison of the countries and the differences in organisational configurations are attributed to the communist background of these countries. However, these differences may also result from factors that we cannot empirically control for, such as the level of national incomes and income levels and institutions before the division of Europe into communist and free market economies. This aspect is further discussed in sections on methodology and the limitations of the thesis.

## **Contribution of individual authors to the studies of the dissertation**

All three of the studies that this dissertation is based on are co-authored. In two of them the author of this dissertation is the first author and performed the central part of the studies. The author was involved in study 1 through doing a part of the empirical research by conducting interviews and writing a summary of them. The author also participated in the discussion about writing the article and presenting the results. In study 2 the author was a leading and coordinating author who compiled the theoretical part of the study. She did a large part of the empirical work, conducting the interviews used in the study and analysing the data for the second and third parts of the empirical analysis. In study 3 the author had a leading role in setting up the theoretical framework and conducting the empirical research for the article, which meant carrying out all the theoretical and empirical work. However, the co-authors of the papers provided guidelines and feedback for the parts written by the main author.

## Acknowledgements

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Before collaborating with Jaanika, I had repeatedly dreamed of being able to make better use of statistical methods to carry out real high-quality research. I constantly felt that my lack of skills in this area prevented me from doing research at the level I wished to. This made the opportunity to learn from Jaanika a huge privilege. Thank you very much for guiding me by letting me try and practice, and for correcting me when needed. Thank you for all your valuable comments about my writing.

I feel that the collaboration with my supervisors has allowed me to develop in the academic world. I am very grateful for their dedicated time and patience.

As I did a large part of my research and doctoral studies far away from the university, I depended on information and administrative support from many people. I would particularly like to thank Anneli Kütt and Janek Saluse for their constant friendly support. I would also like to thank Anne Reino for the opportunity to be a co-author on one of her articles, Eve Parts for reviewing my dissertation and for her valuable comments and other members of the School of Economics and Business Administration who have reviewed my papers. I would like to thank Robin Hazlehurst and Andrew Rozeik for proofreading my papers.

My husband has played a huge role in my doctoral journey. He has always been supportive, inspiring and proud of me, finding ways to make it possible for me to conduct my studies by living in Germany and studying in Estonia. He has also been my sparring partner discussing various topics related to my doctoral studies with me. My children have also been important contributors to this doctoral thesis. Their births forced me to withdraw from work, and that in the end prompted me to put all my brainpower into developing this doctoral thesis.

I would also like to thank my mother for her love throughout my life, supporting everything I have initiated and always being there for me.

# **Part 1. FRAMEWORK FOR STUDYING ORGANISATIONAL INNOVATION**

## **1. THEORETICAL FRAMEWORK ON ORGANISATIONAL INNOVATION**

### **1.1. The national institutional and historical environment of organisations**

This subsection demarcates theories of the national institutional and historical environment, or the general environment, as an important influencer of OI in organisations. The starting point of this analysis is the concept of evolutionary economics, which deals with the process of technological and institutional innovation. Early evolutionary economists like Veblen (1904) first stressed the importance of cultural variation in economic development, and a quite recent book by Landes (1998) states again that culture influences economic success more than anything else. Similarly Lundvall (1992) argued that learning has a local component and depends on local institutional experience and experience that has built up historically. Bloom and van Reenen (2010) show that the local character of management can last over a long period of time and can influence firm productivity. Likewise contemporary comparative research on multinational corporations affirms the importance of social context in understanding organisations (Delmestru and Brumana, 2017).

For this reason the ability of firms to innovate depends on wider social context among other factors and that is why distinctive national trajectories in innovation can be observed (Lam, 2000; Whitley, 2000; Hollingsworth, 2000). Different patterns of innovation in different countries give rise to national institutional frameworks, and the ways they shape organisational forms are different. These patterns can last over a very long period of time.

The lasting effects of social institutions that were laid down in the past have been noted by several authors (Perez and Freeman, 1988; Hodgson, 1997). In a historical context this means that events occurring during crucial periods of change may determine later socio-economic outcomes (van der Steen 1999, p.123). This concept is called path dependency and means that development usually follows a predictable sequence.

As early as 1931 the mathematician George Polya proved the existence of path dependency by showing that the first choice or event is critical for the further course of developments, since every subsequent event will stabilise the first choice. This holds for organisations too and explains the difficulty organisations face in changing their path of development. Nelson and Winter (1982) argued that activities and decisions from the past influence subsequent choices. Later work by many other authors further developed the concept of path dependency (e.g. David, 1985; Arthur, 1994; North, 1990; Pierson, 2000; Sydow et al., 2009) and it became a focal idea for evolutionary theories in economics.

Dosi and Nelson (1994, p.166) emphasise that the theory of rational choice does not explain how the particular local context which frames the choices came to be the point of rest, and they argue that path dependency may illuminate this, saying: “in all of the models, the particular entities that survive in the long run are influenced by events, to a considerable extent random, that happen early in a model’s run”. This approach explains technological trajectories well and is used for this purpose (for example, Dosi and Nelson, 2013; Hobday, 2003), but it applies for other factors in economic development too.

The approach to path dependency which the author of this thesis will draw on in her argumentation goes back to David (1985) and Arthur (1994), who studied path dependency in economics. For these authors, path dependency shows a process started by a random decision or event. Inertia means this process can lock a technology into a particular path of subsequent development. This path may not in consequence necessarily be the most advantageous from an aggregate standpoint (Britton 2004, p.2), but the process exhibits increasing returns, where the technology or mode of action cannot be displaced once it has been adopted because of the increasing costs of conversion.

Such a view is often too narrow in the study of organisations and it is important to consider the other possible forms path dependency could take, like reactive processes, where the “initial disturbances are crucial not because they generate positive feedback, but because they trigger a powerful response” (Mahoney 2000, p.518). In this study the author follows Mahoney’s distinction between ‘self-reinforcing sequences’ and ‘reactive sequences’. The first feature processes of reproduction and the second have processes that transform or even reverse early events (Mahoney 2000, p.526).

The term ‘societal institution’ is relevant in describing the national institutional and historical environment of organisations. It has a plurality of meanings and usages in different disciplines like philosophy and sociology. Anthony Giddens understands it as “the more enduring features of social life” (1984, p.24), meaning institutional orders, modes of discourse, political institutions, economic institutions and legal institutions, while Turner (1997, p.6) defines it as “a complex of positions, roles, norms and values lodged in particular types of social structures and organising relatively stable patterns of human activity with respect to fundamental problems in producing life-sustaining resources, in reproducing individuals, and in sustaining viable societal structures within a given environment.” Discussion in this dissertation about how institutions and institutional environments influence organisational life is meant to refer to a certain societal setting emanating from historical path dependence, and the national and cultural context.

In short, the importance of particular societal institutions and their cross-national variations for explaining the differences in national business systems in a wider sense and organisations in a narrower sense should not be underestimated.

## 1.2. Organisational innovation

Although Schumpeter defined organisational innovation as one type of innovation as early as 1934, the actual change in focus away from product and process innovation alone is quite a new development in innovation research. Innovation activities in companies were for many years described only as technological innovations (Drejer, 2004), but today the Oslo Manual (OECD, 2005), which is the best international source of guidelines for the collection and use of innovation data, accepts OI as one type of innovation alongside product innovation, process innovation and marketing innovation.

Organisational innovation and other types of innovation, like technological innovation and process innovation, are closely related to each other (Ballot et al., 2015; Camisón and Villar-López, 2014; Armbruster et al., 2008), but there is no single best way to combine these three, since any combination is dependent on the particular institutional context and organisational characteristics (Ballot et al., 2015; Freitas, 2008). The relationship between OI and performance has still not been described fully (Camisón and Villar-López, 2014), but it is now recognised that OI is an important source of competitive advantage (OECD, 2005; Hamel, 2009; and Goldman et al., 1995) and there is a lot of evidence that certain OI practices enhance performance (see e.g. Osterman, 1994; Perdormo-Ortiz et al., 2009; Prajogo and Sohal, 2006; Caroli and Van Reenen, 2001; and Greenan, 2003). Consequently, OI is an important constituent of the general innovative capabilities of organisations.

The literature on this topic is diverse however, as the phenomenon receives different interpretations and “its measurement appears to be very difficult both conceptually and in practice” (OECD 2005, p.29). The beginnings of OI can be seen in the modification of organisational structure (e.g. Burns and Stalker, 1961) by the introduction of organic structures with decentralisation and the loosening of structural bounds. Today the phenomenon is much wider and the terms ‘organisational innovation’, ‘managerial innovation’ and ‘administrative innovation’ are often used in the literature to describe exactly the same phenomenon. The definitions of OI in the existing literature are diverse and there is no well bordered theoretical framework for it (Lam, 2011) as its multidimensional character makes OI hard to capture in empirical research (Coriat, 2001). The consequence is that a plurality of approaches can be found in the literature on it.

One is that of Armbruster et al. (2005), who study technical and organisational process innovations in Europe using the European Manufacturing Survey covering nine countries. Organisational innovation was defined in teamwork processes, continuous improvement processes and appraisal interviews. They concluded about organisational process innovation that non-technical innovations should not be compared at the aggregated and general levels. Further, Armbruster et al. (2008) compare different methods of measuring OI using the example of German data. They state that various large scale surveys that collect data about OI differ in their level of aggregation for the use of OI or change in it, the use or the extent of the use of OI, and the quality of OI. Nevertheless, the



CIS that they use is the most comprehensive of the surveys collecting data about OI. Damanpour (2009) studies the combinative effects of different innovation types in service processes, technological processes and administrative processes, and defines *administrative process innovations* as new approaches and practices that can motivate and reward members of the organisation, devise strategy and structure tasks and units, and modify the organisation's management processes. Other studies define OI through management innovation, stressing the actions and leadership of managers (Hamel, 2006; Birkinshaw, 2008; Vaccaro et al., 2012). As a result, different studies of this phenomenon are not easily comparable.

Some illustration of the multitude of definitions is given in Table 1. The most commonly recognised definition in empirical research today is the definition of the Oslo Manual (OECD, 2005) that OI is a new organisational method in business practices, workplace organisation or external relations.

**Table 1.** Various definitions of OI in chronological order

Author	Concept of OI
Schumpeter (1934)	Restructuring of an organisation (e.g. creation or abolition of a monopoly position).
Daft (1978)	Administrative innovations are changes in the structure or process of an organisation itself (p199).
Damanpour and Evan (1984)	Innovations that occur in the social systems of organisations. An administrative innovation can be the implementation of a new way to recruit personnel, allocate resources, or structure tasks, authority and rewards. It comprises innovations in organisational structure and in the management of people.
Nonaka and Takeuchi (1995)	OI is the capacity of a firm to create and exploit new knowledge.
Coriat (2001)	A cluster of changes affecting the division of labour and patterns of coordination that prevail within a given organisation or between several organisations; these very patterns possess a triple dimension of information, knowledge and know-how, and interests, and we then understand what each of the implicit concepts of organisational innovation captures, and the difficulty in interpreting the result of confronting the information delivered by each one.
OECD (2005)	Organisational innovation is a new organisational method in business practices, workplace organisation or external relations.
Hamel (2006)	Management innovation is a departure from traditional management principles, processes and practices that alters the way the work of management is performed.

<b>Author</b>	<b>Concept of OI</b>
Birkinshaw et al. (2008)	Management innovation denotes a difference in the form, quality, or state over time of the management activities in an organisation, where the change is a novel or unprecedented departure from the past.
Damanpour and Aravind (2012)	Managerial innovation: new approaches in knowledge for performing management functions and new processes that produce changes in the organisation's strategy, structure, administrative procedures, and systems".

*Source: Author's compilation from academic literature*

There have been limited attempts to develop a concept for measuring OI (Armbruster et al., 2008). According to the seminal literature, the role of organisational structure, learning processes and adaption to changes in technology and the environment are important for OI (OECD, 2005). These are also the three most important streams in innovation research (Lam, 2011). Table 2 gives a picture of the previous research on OI, separating it into different streams of OI research, where each column corresponds to one thematic stream of research. The main authors representing each stream are listed and illustrated with keywords describing their work.

**Table 2.** Streams of theoretical literature in OI research

<b>Organisational structure and its role in the innovation capability of organisations</b>	<b>The role of learning and the organisational knowledge creation process in the innovation capability of organisations</b>	<b>The ability of organisations to adapt to changes in technology and the environment</b>
<u>Burns and Stalker 1961</u> : mechanistic vs organic structure	<u>Agyris and Schön, 1978</u> : the innovative organisation is capable of learning effectively	<u>Lewin and Volberda, 1999</u> : a co-evolutionary perspective, where adaptation and strategy are intertwined and interdependent processes
<u>Chandler 1962</u> : strategy and structure as influencing parameters of a certain organisational form to reduce transaction costs and cope with potential capital market failures	<u>Cohen and Levinthal 1990</u> : innovative outputs depend on the prior accumulation of knowledge that enables innovators to assimilate and exploit new knowledge	<u>Child 1997</u> : organisational action is bounded by the cognitive, material and relational structures internal and external to the organisation, but at the same time it impacts upon those structures
<u>Lawrence and Lorsch 1967</u> : organisational differentiation and integration and their adaptation to different environmental conditions	<u>Woodman et al 1993</u> : a theoretical model linking culture, resources, technology, strategy and rewards for organisational creativity	<u>Barnett and Freeman, 2001</u> ; <u>Christensen, 1997</u> : one possible way for organisations to adapt, according to the selectionist perspective, is to spin out new business ventures
<u>Mintzberg 1979</u> : five archetypes that provide the basic structural configurations of organisations operating in different environments.	<u>Nonaka, 1994</u> ; <u>Nonaka and Takeuchi, 1995</u> ; <u>Nonaka and von Krogh, 2009</u> : shared cognition and collective learning constitute the foundation of organisational knowledge creation	<u>Burgelman, 2002</u> ; <u>Teece, 2007</u> : the role of managerial action and strategic choice in shaping organisational change
<u>Tushman and O'Reilly, 1997</u> , <u>O'Reilly and Tushman, 2004, 2008</u> : ambidextrous organisations are designed to handle both revolutionary and incremental innovation	<u>Glynn, 1996</u> : how to translate the sum of individual knowledge into collective knowledge in an organisation	

Organisational structure and its role in the innovation capability of organisations	The role of learning and the organisational knowledge creation process in the innovation capability of organisations	The ability of organisations to adapt to changes in technology and the environment
<u>Lazonick, 2004; 2010</u> : the ‘optimising’, which maximises profits within given technological capabilities and market constraints and the ‘innovative’, which seeks to transform technological and markets constraints	<u>Lave and Wenger, 1991; Wenger, 1998; Brown and Duguid, 1991; 1998</u> : organisational members construct their shared identities and perspectives through shared work experiences – the work group as a bridge between the individual and the organisation in the knowledge creation process	
	<u>Teece et al., 1997; Teece 2007</u> : ‘dynamic capability’, where the long-term competitive performance of the firm lies in its ability to build and develop specific capability and, simultaneously, to renew and re-configure its competences in response to an environment marked by ‘creative destruction’	
	<u>Powell, 1998; Lam, 2007</u> : External business alliances and network relationships, and using new personnel to graft new knowledge onto the existing learning systems, are important mechanisms for organisational learning and knowledge renewal in an environment characterised by rapid technological development and disruptive changes	
	<u>Lam, 2000; 2002</u> : two polar ideal types of learning, the ‘J-form’ and ‘adhocracy’  <u>Bartel and Garud, 2009</u> : the role of innovation narratives in sustaining innovations	

Source: Lam, 2011 and author’s compilation.

The degree of OI varies across sectors (Tether and Tajar, 2008) and also across countries, size and capability (Ballot et al., 2015), which makes OI similar to other types of innovation like technological innovation. The application of particular OI practices depends on certain contingencies. This means that the environmental or external factors, the characteristics of the organisation and its leaders, and also the type and degree of innovation influence the choice of combinations of OI practices in an organisation (Damanpour and Aravind, 2012; Mol and Birkinshaw, 2009; Kimberly and Evanisko, 1981; Zahra, Neubaum and Huse, 2000; Ganter and Hecker, 2014).

OI may target internal or external stakeholders. Armbruster et al. (2008) suggest that OI may overcome the boundaries of one given organisation, while Barbaroux (2012) concludes that the innovative organisation is capable of leveraging complementarities between internal and external sources of innovation. In this light, differentiating between the internal and external focuses of OI, meaning between intra-organisational and inter-organisational OI, may reveal some important points about the sources of innovation. Analysis of the substance of OI in the literature mainly classifies it into structural and procedural categories (Armbruster et al., 2008; Coriat, 2001; Wengel et al., 2000; Whittington et al., 1999). Given these approaches, this study addresses OI by looking at external and internal focus. In this, internal focus targets the structure and culture of an organisation and external focus targets the interactions between organisations.

### **1.3. Organisation: culture and structure as determinants of innovation**

#### **1.3.1. Organisational culture – its effects on innovative activities**

There are different conceptions of culture in terms of organisations. One of the main differences between approaches to organisational culture is that some authors understand culture as something an organisation *has* and others take the view that culture is something an organisation *is* (Smircich, 1983). The analysis in this dissertation follows the first approach, as this lets it consider culture as one variable that influences organisational life among others like structure, technology or strategy. Organisational culture according to Hofstede (1980, 2001) is the way that the members of an organisation relate to each other, their work, and the outside world in comparison to how this is done in other organisations. In this dissertation organisational culture has the role of building context and a more thorough treatment of different approaches to culture can be read in Alvesson (2002) among others.

Although there are different perspectives on culture, most of them share the assumption that cultural phenomena are related to history and tradition, but also see that they are collective and are shared by members of groups (Alvesson, 2002). This relationship helps make national culture a relevant factor in shaping organisational culture, a phenomenon that became important through the work

of Hofstede (1980, 2001). Various aspects of this relationship had been studied by a range of authors (e.g. Johns, 2006; Javidan et al., 2004; Chui et al., 2002; Ingelhardt and Baker, 2000) and although this concept of national culture influencing organisational culture has also been questioned to a large degree by several researchers, it can be said that at least some dimensions of national culture are related to the dimensions of organisational culture (Nazarian et al., 2013) and so they are relevant for explaining different organisational configurations.

Organisational values and organisational culture affect the innovative activities of an organisation directly. They could be seen as a frame of reference which allows employee behaviour to be aligned with the organisational objectives of innovation (Jassawalla and Sashittal, 2002). A culture that is supportive of innovation derives from the values that shape an underlying belief structure and reinforce daily practice (Khazanchi et al., 2007), but not all values and not every type of organisational culture seem to result in a high level of innovation in organisations. Analysing the effect of culture on innovation activities in organisations, Martins and Treblanche (2003) argue that besides the environmental circumstances, it is important to consider (1) the innovation strategy of the organisation and especially how it reacts to critical incidents outside and within the organisation; (2) the values and beliefs of managers such as free exchange of information, open questioning, support for change, and diversity of beliefs; (3) the structure of the organisation, using categories like flexibility and rigidity; and (4) technology, which includes both the knowledge of organisational members and the availability of facilities and resources. This shows innovation as a phenomenon which is affected by numerous aspects of organisational life.

Some authors on organisational culture even see the relationship between innovation and organisational structure as one element of organisational culture (McLean, 2005; Martins and Terblanche, 2003). In organisations which innovate, employees can choose how to complete their tasks and achieve their goals and the role of management is to encourage and empower rather than to control. However, while the precise arguments about the reasons and consequences depend on the standpoint of the researcher, there is no denying that culture and structure in an organisation are interrelated and that they are objects as well as subjects both of environmental influences, and also of influences in the organisation itself.

Given that organisational culture and consequently the structural composition of an organisation are constrained by or linked to the national culture, and given that organisational culture is not only a product of internal processes, as may commonly be thought, but a part of a wider context in which organisations act, I come to my first research question in this dissertation:

**RQ1. Does organisational culture stemming from a certain national and historical context affect innovation activities in organisations, and if so, how? (Study 1)**

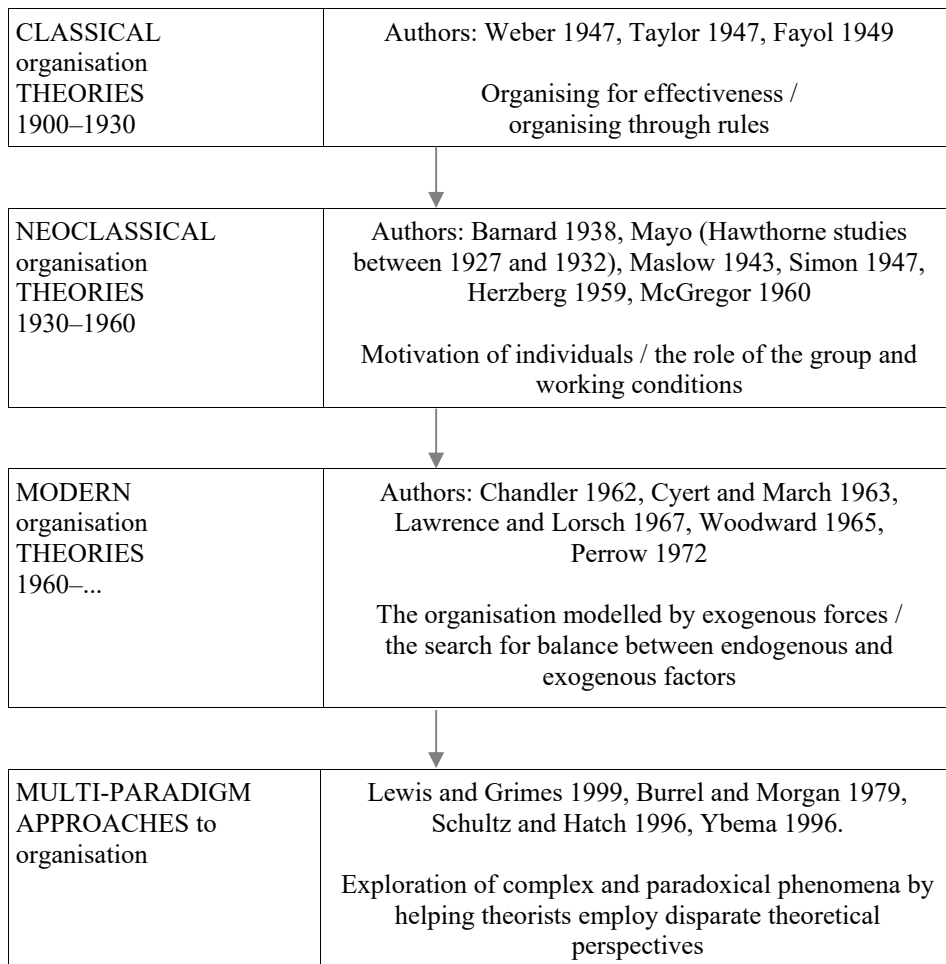
### **1.3.2. Organisational structure affecting innovative activities**

Henry Mintzberg (1979), one of the leading researchers in the field, defines organisational structure as the way people are organised and how their jobs are coordinated in an organisation. More specifically, structuring is a technique for differentiating and integrating in an organisation (Lawrence and Lorsch, 1967; Burton, 2013), meaning how organisations are separated into departments or sub-units and how these sub-units are coordinated to work together.

The scientific discourse about organisational structure started around 1900 with classical theories of organisation (Weber, 1947; Taylor, 1947; Fayol, 1949), which see the structure as the most important tool for managing an organisation. These theories put impersonality and rationality as the goals of organisation. The turn in the thinking about organisation came in the 1930s with neoclassical organisation theories, which set the human being in the middle of organisational life (e.g. Barnard, 1938; Maslow, 1943; Herzberg, 1959). They considered an organisation to be a social system and saw the social factors at work as important for the workers. The modern organisation theories from the 1960s onwards, which take the contingency approach and the systems approach, put more weight on the environmental factors of an organisation and the interplay of environment and organisation (e.g. Cyert and March, 1963; Lawrence and Lorsch, 1967; Woodward, 1965; Perrow, 1972). Organisations are not stand-alone units anymore, but actors which are in tight interplay with the environments they are acting in.

Today there are more and more supporters for using different paradigms to explain organisational configurations (e.g. Lewis and Grimes, 1999; Burrell and Morgan, 1979). This means the research paradigm has become more complex (Yang et al., 2013) than with earlier approaches. To cope with this, the multi-paradigm approach uses divergent paradigm lenses to contrast their varied representations and explore plurality and paradox (Lewis and Keleman, 2002). Modern organisation theories treat organisations as open systems which are influenced by their environments.

The different periods of organisational theories about organisational structure are summarised in Figure 2.

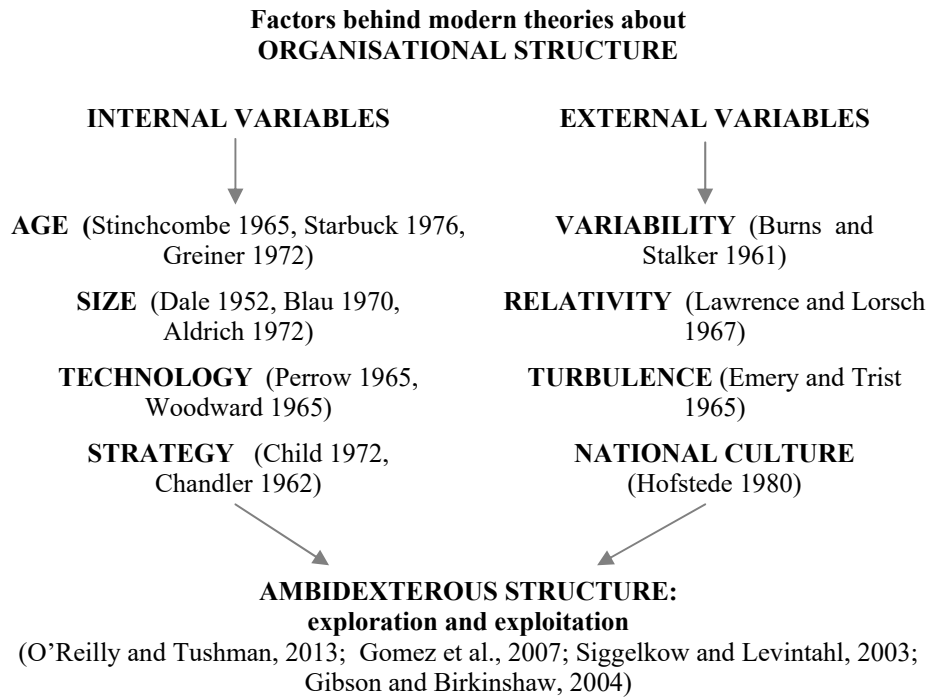


**Figure 2.** Organisation theories and their view of organisational structure (Author's compilation).

A comprehensive empirical study of the 300 largest European firms showed that the key to success in a firm was raising its profit and turnover at the same time (Gomez et al., 2007). The authors of the study ask why it is so difficult for firms to realise this goal and come to the conclusion that being able to do this requires firms to accomplish a difficult organisational task. Profitable growth needs flexible organisational structures in order to create space for development and innovation, but at the same time, the same organisation needs effective operating processes so it can lead the growth towards raising profit. This is also the essence of an ambidextrous structure, which is one that can manage change and effectiveness at the same time, and has autonomous innovating units which are strategically integrated through a senior executive's vision, while having limited



tactical integration with the rest of the firm (Tushman and O'Reilly 1997). Different factors which apply theories about organisational structure to the modern organisational structure are expounded in Figure 3.



**Figure 3.** Factors behind modern theories of organisational structure (Author's compilation).

This all shows there are many ways to structure an organisation. Some of them are classical while others have been developed recently, driven by the rapid development and changes in organisational reality and the environment. The earlier forms of organisational structures were based on products or functions. Later, further aspects of the description of an organisation structure were added, like communication and control, relationships (e.g. Stroh et al., 2002), strategy and structure (Brickley et al., 2002), and roles and activities. Damanpour and Aravind (2012) gathered information on empirical studies of organisational characteristics and innovation and found that the research into structuring organisations for innovation has shifted from the mechanistic-organic structure to the ambidextrous structure.

Given the influence of the national and historical environment and considering different manifestations of organisational structure, I pose the second research question:

**RQ2. Are there differences in the structural composition of organisations in countries with different historical development and is this perceived similarly by different actors? (Study 2)**

The specific design and structure of an organisation has an impact on its success in terms of its productivity and innovativeness. Earlier studies show that organisational structures mainly affect organisational performance through innovation and organisational learning (Hao et al., 2012; Nonaka et al., 2003). Some authors go even further, saying that many of the weaknesses of theories of innovation for contemporary organisations come from the failure to recognise design theory as a way to understand and operationalise innovation capability (Hatchuel et al., 2006). Generally, different authors have highlighted different aspects of structure that support innovativeness and different approaches to structuring which encourage innovativeness. The various approaches to this are summarised in Table 3.

**Table 3.** Characteristics of organisational structure that support innovativeness by different authors (Author's compilation).

<b>Author</b>	<b>Structural characteristics that support innovativeness</b>
Burnes and Stalker (1961)	Organic structure, i.e. decentralisation, mutual adjustment, joint specialisation, network, teams as integrated mechanisms, a lot of verbal communication.
Duncan (1976)	Switching between organic designs for exploration and mechanistic designs for exploitation.
Özsomer et al. (1997)	Flexibility in structure, which reduces the response time to competitor actions or to new developments in technology, and allows quicker changes where needed so as to remain competitive in terms of innovation.
Brown and Eisenhardt (1997), Iansiti (1997)	Organisations should innovate within existing organisational structures and not via separate structural units.
Tushman and O'Reilly (1997)	Ambidextrous structure with autonomous innovating units strategically integrated through the vision of senior executives, with limited tactical integration with the rest of the organisation.
Foster (1986), Christensen (1997), Rice and O'Connor (2000), Foster and Kaplan (2001)	Highly autonomous innovating units are needed for innovation.
Galunic and Eisenhardt (2001)	Modular organisation: innovating units change their location in the organisation over time.
Siggelkow and Levinthal (2003)	Switching between integrated and separated forms over time.

Author	Structural characteristics that support innovativeness
Westerman (2006)	There is no optimal design, but three adaptation modes: separate early, integrate early, and wait-then-transform. Organisations should choose the adaption mode that best fits their strategic context and capabilities.
Hatchuel et al. (2006)	One should not look for the best structures, but for the determinants of creative behaviour. Innovation is the result of a systematic, intentional, repeated, paced, and conceptually shaped design strategy.
Jensen et al. (2007)	The existence of interdisciplinary work groups is decisive. Integration around specialities and processes, rather than departments; structural flexibility.
Gomez et al. (2007)	Two possible strategies: cyclical change between flexibility in organisational structure for innovation and more formalisation in organisational structure for managing everyday business; and spatial separation, parallel organisation or integrated networks.
Minzberg (2009)	An organic structure consisting of ad-hoc project teams, using mutual adjustment as a means of coordination, with no need for formal coordination.

All in all the dominant view taken by today's organisational science about organisational structures that support innovation is that they should be able to support change management and effectiveness at the same time, which is also the essence of the ambidextrous structure. Whereas earlier theories highlighted one certain aspect of the organisational structure that supports innovativeness, researchers today are of the opinion that each single organisation needs a bundle of structural characteristics, or even an original combination of them depending on its context, for it to stay innovative.

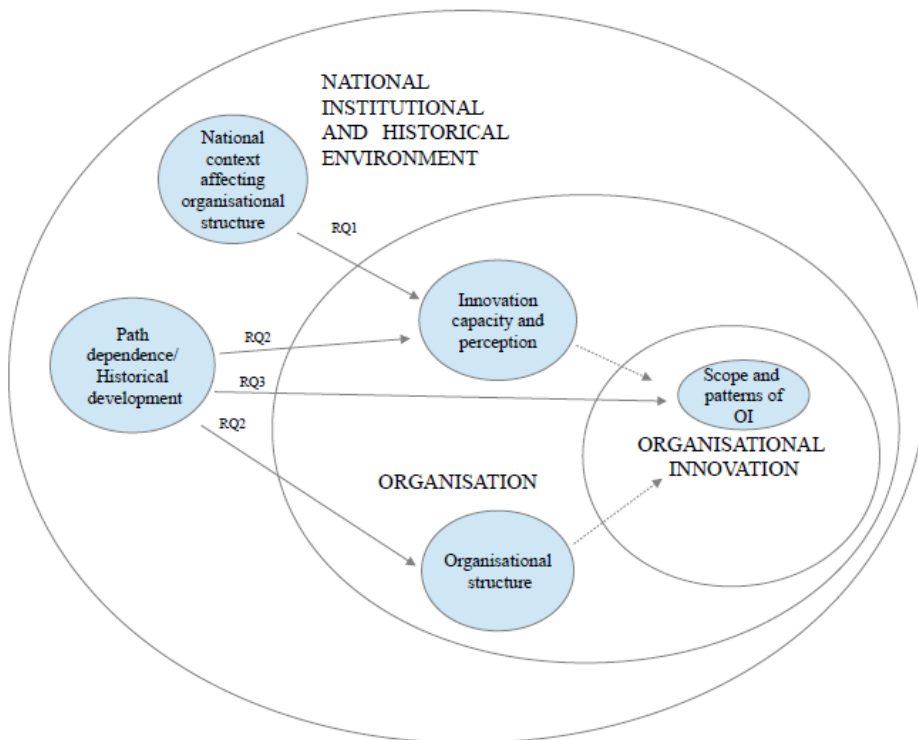
As discussed in previous chapters, organisations function in an environment that is shaped and influenced by different environmental and organisational factors. In this way the national institutional and historical environment builds the general environment of an organisation and through organisations it builds the environment for OI. This leads to the third research question for this study:

**RQ3. Are there differences in the scope and patterns of organisational innovation in countries with different historical development? (Study 3)**

## 2. SYNTHESIS OF THE RESEARCH QUESTIONS AND HYPOTHESES

This sub-chapter uses the theoretical framework discussed earlier and the research questions posed above to form conceptual hypotheses for the study.

As discussed above, organisations function in an environment that is shaped and influenced by different factors. The national institutional and historical environment builds the exogenous environment of the organisation. To identify the influence of the national and historical context on organisational structure and culture and consequently on OI, this research bases its empirical analysis on the country blocks of Central and Eastern Europe (CEE) and Western Europe (WE), which followed different streams in their development. To highlight the effect of this environment on organisations and its influence on how OI is implemented, three research questions were posed for the study. Figure 4 illustrates how these research questions are positioned in the overall concept of this dissertation.



**Figure 4.** Research questions in the theoretical framework of the study (Author's compilation).

To answer the research questions, the following hypotheses are formed for the empirical research of this dissertation:

*Hypothesis 1: The national and historical context and processes influence organisational culture and through that the innovation activities in organisations. (Study 1)*

*Hypothesis 2: CEE countries have on average a higher degree of formalisation in their organisational structures. (Study 2)*

*Hypothesis 3: The formalisation of organisational structures in the CEE countries has diminished more quickly than formalisation in the WE countries because of the dissolution of the communist past and convergence with WE. (Study 2)*

*Hypothesis 4: Path dependency can influence different actors within one society differently. (Study 2)*

*Hypothesis 5: According to the new detailed typology of OI, there are differences between WE countries and CEE countries in organisational innovation performance. (Study 3)*

*Hypothesis 6: The manifestation of OI depends on the course of development of a country. (Study 3)*

*Hypothesis 7: Differences in development can explain most of the differences in OI between WE and CEE countries. (Study 3)*

### **3. RESEARCH METHODOLOGY AND DATA**

The general methodology of this paper is to compare European countries with and without a communist past to identify how this difference in the national and historical context has affected organisational structure, culture and organisational innovation.

Europe is an ideal ground for studying so complex a phenomenon as organisational structure, culture and OI from the country-specific and history-specific perspective. It offers a lot of variation and also sufficient dynamics of development. This geographic area has already been used as a research base for technological innovation (e.g. Buesa et al., 2010; Krammer, 2009). The division of Europe by the cold war into the two groups of Western Europe (WE) and Central and Eastern Europe (CEE) can be followed, as the outcomes of this division represent a sizeable societal experiment. Today the regional variability manifests itself in the notable differences in GDP per capita in different innovation cultures.

Differences exist between Western and Eastern Europe in their economic development and their ability to innovate, and these developments have been thoroughly discussed in the literature on catching up and national innovation systems (Freeman, 2006). The difference in innovation culture in European countries is highlighted for example by Didero et al. (2008), or by Kaasa and Vadi (2010) and Jucevičius (2007), who point out that this concept relates to the

values, norms and social capital of a country and a national culture. All settled and identifiable communities, nations, ethnic groups and organisations possess cultural characteristics as signifiers of their identity, and their members tend to share systems of values and beliefs and to transmit them to newcomers by established means (Anthony 1994, p.3). This in turn shapes the life in organisations in these countries.

According to the Innovation Union Scoreboard 2015, WE countries are more likely to be innovation followers or innovation leaders, while the CEE countries are counted as modest and moderate innovators. Nevertheless, the innovation performance of CEE has been growing faster than the EU average. In consequence, this dissertation targets countries with different historical backgrounds, different achievements in innovation, and varying economic statuses. Table 4 gives an overview of the countries in the sample. It demonstrates that CEE countries are of a similar size to WE countries, but they are on average almost twice as poor and half as innovative as WE countries. The cultural difference between WE and CEE shows a higher power distance for CEE countries than for WE, meaning that people in CEE countries are more likely to conform to a hierarchy in society predetermined by others. The table uses data from 2012 as this is the latest date used in research papers of the thesis.

**Table 4.** Overview of the countries in the sample

State	Population in millions, 2012 (Source:Eurostat)	GDP per capita in PPS, EU28=100, 2012 (Eurostat: tec0014)	Innovation performance group according to European Innovation Scoreboard 2011	Product and/or process innovative enterprises (%) 2012 (Eurostat:inn_cis8_prod)	Organisation innovative enterprises (%) 2012 (Eurostat:inn_cis8_type)	Power distance score according to Hofstede (www.hofstede-insights.com/product/compare-countries)
<b>WE</b>						
Austria	8.40	131.00	Innovation follower	39.90	36.40	11.00
Belgium	11.10	121.00	Innovation follower	46.80	30.20	65.00
Switzerland	8.00	164.00	x		x	34.00
Cyprus	0.90	91.00	Innovation follower	29.90	26.20	x
Germany	80.30	124.00	Innovation leader	55.00	32.20	35.00
Denmark	5.60	127.00	Innovation leader	38.20	32.20	18.00
Spain	46.80	91.00	Moderate innovator	23.20	19.40	57.00
Finland	5.40	115.00	Innovation leader	44.60	29.70	33.00
France	65.30	107.00	Innovation follower	36.70	34.20	68.00
United Kingdom	63.50	107.00	Innovation follower	34.00	34.20	35.00
Greece	11.00	72.00	Moderate innovator	34.30	30.20	60.00
Ireland	4.60	132.00	Innovation follower	42.30	21.80	28.00
Israel	7.90	x	x		x	13.00
Italy	59.40	102.00	Moderate innovator	41.50	33.50	50.00
Luxembourg	0.50	260.00	Innovation follower	48.50	46.80	40.00
Netherlands	16.70	133.00	Innovation follower	44.50	27.30	38.00
Norway	5.00	186.00	x	32.10	21.70	31.00
Portugal	10.50	75.00	Moderate innovator	41.30	32.80	63.00
Sweden	9.50	127.00	Innovation leader	45.20	25.30	31.00
<b>Mean WE</b>	<b>22.13</b>	<b>125.83</b>		<b>39.88</b>	<b>29.33</b>	<b>36.67</b>
<b>CEE</b>						
Bulgaria	7.30	46.00	Modest innovator	16.90	12.40	70.00
Czech Republic	10.50	83.00	Moderate innovator	35.60	20.50	57.00
Estonia	1.30	74.00	Innovation follower	38.40	21.70	40.00
Croatia	4.30	60.00	x	25.00	22.90	73.00
Hungary	9.90	65.00	Moderate innovator	16.40	16.50	46.00
Lithuania	3.00	70.00	Modest innovator	18.90	17.50	42.00
Latvia	2.00	60.00	Modest innovator	19.50	16.90	44.00
Poland	38.10	67.00	Moderate innovator	16.10	10.40	68.00
Romania	20.10	54.00	Modest innovator	6.30	14.10	90.00
Russia	143.10	xx	xx	x	x	93.00
Slovenia	2.10	82.00	Innovation follower	32.70	126.20	71.00
Slovakia	5.40	76.00	Moderate innovator	19.70	18.60	100.00
Ukraine	45.50	xx	xx	x	x	92.00
<b>Mean CEE</b>	<b>22.51</b>	<b>67</b>		<b>22.32</b>	<b>27.60</b>	<b>68.15</b>

Notes:

1. By population the source for Israeli data is World Bank;
2. The indicator „Innovation performance group“ was not available for 2012, therefore the data from 2011 are presented
3. Power distance is the extent to which the lower ranking individuals of a society “accept and expect that power is distributed unequally. This represents inequality (more versus less), but defined from below, not from above.” (www.hofstede-insights.com/product/compare-countries)

This dissertation is based on combined quantitative and qualitative research methods that are able to make general conclusions from big datasets, but at the same time can highlight the deeper incentives for one or another development with the help of qualitative analysis. Table 5 summarises the three publications this thesis is based on, presenting the data used in the study and the method of analysis used in the empirical work. The quantitative part of the empirical research uses big European microdata sets that cover several countries and allow country level effects to be disentangled. The qualitative part consists of interviews with managers of businesses, which allow the meaning and importance of the national context to be examined and one country or society to be studied more deeply. In this study the country is Estonia and the sector studied is the ITC sector.

Estonia (see Table 4) could be considered a representative CEE country. It is in the group of CEE countries with relatively higher income, but it is the smallest country in the CEE. The transition process from communism to a market economy was fast in Estonia and the country was often described as a *big bang* reformer. The CEE countries that Estonia has the strongest resemblance to are the other Baltic countries, which had similar transition reforms and were also part of the Soviet Union. As Table 4 shows, the differences between the CEE countries are generally small, especially at the top of the group. With OI specifically, the differences between CEE countries are smaller than they are for technological innovation. Although the Innovation Union Scoreboard (2012) finds Estonia as an *innovation follower* to be one of the more successful CEE countries, this is mostly due to technological innovation. OI in Estonia is in the middle of the range. Furthermore, the development of Estonia in this sample has had a downward trend in recent years, and the Innovation Union Scoreboard 2017 found Estonia to be a *moderate innovator*.

Information technology (IT) is a factor that encourages innovation strongly, and it has been studied thoroughly in innovation research. The development and diffusion of software and hardware has been seen as the major influence in the formation of patterns of production and employment in a wide range of industries (Oslo Manual 2005, p.14), and its impact on the global economy continues to grow in size and importance, both directly in the IT sector itself and indirectly in other sectors that are powered by advances in IT. The IT sector was used in this study because of the assumption that it is more innovative than other sectors since it is not one of the traditional sectors. The connections between culture and innovation in IT can be more visible than in sectors that do not innovate so much. Additionally, the IT sector is a sector with a large and growing importance in the Estonian economy.



**Table 5.** The publications the thesis is based on.

<b>Study</b>	<b>Data</b>	<b>Method of analysis</b>
1. Transformation of organisational culture and effects on innovative activities on an example of Estonian ICT companies	Case study of three Estonian ICT organisations, 2010	Semi-structured interviews with CEOs and with employees, and focus group interview with members of the organisations
2. Formalisation of organisational structure as a subject of path dependency: an example from Central and Eastern Europe	Data from European Social Survey, 33 countries in 2002–2012; subjects of the research: individuals, around 200 000 observations  Data from the Study of Management Practices in Estonia, 'Eesti juhtimisvaldkonna uuring 2011': 193 companies  Interviews with managers from Estonian software companies, 13 interviews in 2008	Regression analysis  Descriptive statistics  Semi-structured interviews
3. Patterns of organisational innovation: comparison of western and eastern countries in Europe	Data from the Community Innovation Survey: 12 European countries in 2008, 2010 and 2012; subjects of the research: companies, around 100 000 observations	Descriptive statistics on the basis of the new definition of OI; Regression analysis; Oaxaca-Blinder decomposition



## **Part 2. PUBLICATIONS**

# CONCLUSIONS

## Summary and generalisation of the results

The current dissertation analysed how the societal and national context and the organisational consequences that stem from it affect the implementation of OI in organisations. The society-specific or country-specific aspect of structural and cultural settings and more for OI is thereby the novelty of this study. The research questions posed for this study and the hypotheses derived from them follow the logic that OI is a phenomenon embedded in the thematic circle of organisation and this in turn is surrounded by the thematic circle of the national institutional and historical environment.

Although earlier research has shown the importance of OI for promoting other innovation activities and also for the overall performance of organisations (e.g. Hamel, 2009; Caroli and van Reenen, 2001), it has not received enough attention from companies in their everyday practice. More than half of the companies in Europe do not pursue OI at all.

This research uses data from CEE and WE countries which have had both similarities and differences in their historical development, making it possible to draw conclusions at the societal level about the nature and effects of OI. The study compares countries with different economic developments and ideological pasts. One group consists of countries with a market-based economic system, while the other group had a centralised and planned system of society. The economy is an important driver because it creates demand for innovation, while competition facilitates the execution of ideas.

The methodological innovation in this dissertation is the way of defining organisational innovation through seven exclusive combinations of the three widely recognised types of organisational innovation, which are innovations in effectiveness, work management and external relations.

*Hypothesis 1: National context influences the innovation process in organisations.*

The empirical analysis of the Estonian IT sector revealed how a certain cultural background influenced the perception of innovation and innovation activities. The approach of Estonians to innovativeness is shaped by their quite individualistic and rational nature. Innovation as a goal is primarily related to short-term increases in profit and to strengthening or maintaining market position. Changes are supported and introduced when actual results can be foreseen and measured with an economic value, which means that these companies are fairly cautious about taking bigger risks, especially if monetary losses are possible. Team perception, teamwork and supportive collaboration are highly valued in all the sample companies and internal competition is seen rather as a factor that hinders innovation. Analysing the results of the first study from the perspective of organisational values that support innovativeness and the development

patterns of organisational culture, it could be argued that all the companies studied have passed through comparable phases of development and share more or less similar organisational values. At managerial level innovativeness has been considered an important part of strategy. The organisations studied strive to be flexible, giving enough leeway for employees to express their creativity and allowing them to take risks. At the same time it was found in two of the four companies studied that most employees think their position does not leave very much space for creativity and they do not see themselves as change agents. While the leaders of the companies studied have quite high tolerance towards mistakes made by the employees, the readiness of the employees to take risks is not very high. The reason for this may be the lack of clear future orientation by smaller companies or the quite rigid rules in bigger organisations that make change more difficult. Considering the future orientation of the companies and the willingness to take advantage of opportunities it could be summarised that two companies out of three do not necessarily perceive themselves as change agents. They act reactively rather than proactively, which in turn restricts their ability to innovate radically or at all.

*Hypothesis 2: CEE countries have on average a higher degree of formalisation in their organisational structures. (Study 2)*

*Hypothesis 3: The formalisation of organisational structures in the CEE countries has diminished more quickly than formalisation in the WE countries due to the dissolution of the communist past and convergence with WE. (Study 2)*

The degree of formalisation of the organisational structures was estimated in the empirical study exploring the path dependent character and its nuances in the organisational structures in post-communist countries. Data from the European Social Survey about the level of formalisation in organisations was used to find out how Central and Eastern European countries compare to Western European countries.

The results showed organisational structures in CEE countries to be quite highly formalised, since the employees have relatively little ability to influence the organisation of their everyday work. In WE countries the structures were much less formalised, creating a large gap between CEE and WE. In consequence, it has been easier to catch up with the West in the ability to influence the overall decisions of the organisation than in the ability to influence the organisation of daily work. This points to a path dependent development in CEE which still affects organisational life today.

The connecting link between different CEE countries is their Soviet or communist past with its command economy, where organisations were highly centralised and highly formalised. Hofstede's (1980) cultural dimensions put CEE countries into the category of states with high uncertainty avoidance and power distance, characterised by more control practices and less trust in the ability of employees to take decisions on their own.

This study observed a stability in structural characteristics that stemmed from the Soviet past. This continues to influence the reality of management in the present.

*Hypothesis 4: Path dependency can influence different actors within one society differently. (Study 2)*

To test this hypothesis a second dataset of data gathered from top managers of companies in one CEE country, Estonia, was used. The authors took the responses to the question about the level of formalisation of recruitment, training and development, and employee evaluation processes and evaluated them. The results do not show an evidently high level of formalisation in these organisations.

Since the first dataset (Hypotheses 2 and 3) reflects the opinion of the employees and the second dataset the views of managers about the organisational structure, the different perceptions of different stakeholders may be relevant in explaining the difference between these outcomes. To confirm this suggestion, a third dataset of interviews with the top managers of Estonian software companies was used. Analysis of these interviews shows that the organisations tried to show themselves as being flat entities with a high level of freedom for individual employees to make the best of their work. An opposite development to the structural inertia mentioned above could be observed if we look at the opinion of top managers about the organisational structure, as the managers clearly want to distinguish themselves from the soviet management style. This variance in the results indicates that the path dependency in an organisation can also be dependent on the particular actor or stakeholder. Furthermore, these different actors can influence the development of the path in this organisation differently.

That the employees find the organisations to be formalised, but the managers do not shows that the path dependent developments are also a matter of the view and perception of different actors in an organisation.

Two themes emerge in the conclusions from hypotheses 2-4, which are, first, that the degree of formalisation in organisations in former communist countries is still higher than that in WE, and second, that this is due to path dependent developments in these countries. Looking at the level of formalisation in companies in one CEE country – Estonia – today, we see that this is influenced by two types of path dependency. One is a self-reinforcing process that maintains the quite high degree of formalisation of the organisations, while at the same time there is a strong reaction to this past and a desire to oppose this earlier standard at any price, even if it is not always the best way. This point has not previously been studied thoroughly in the context of organisational path dependency and poses new questions that are certainly worth studying more closely in other CEE countries as well.

Hypothesis 5: According to the new detailed typology of OI, there are differences between WE countries and CEE countries in organisational innovation performance. (Study 3)

Hypothesis 6: The manifestation of OI depends on the course of development of a country. (Study 3)

To test hypotheses 5 and 6, organisational innovation was studied using an extensive European dataset. This dataset covers a quite long period of 12 years. Furthermore, a way was proposed to define organisational innovation in the form of seven exclusive combinations of the three types of organisational innovation, which are innovations in effectiveness, work management and external relations.

It is evident that the differences between OI in WE and OI in CEE are relatively big in *exclusively effectiveness oriented* OI and that half of the differences there remain unexplained by characteristics like other innovation variables and background variables. The reason here could be the lower production costs in CEE, which allow work to be done less efficiently, or it could be due to the path dependent character of this phenomenon, because efficiency may not have been considered to be so important in a planned economy and path dependence may mean this still affects the operation of organisations. The differences in *exclusively work management oriented* companies were not so big between WE and CEE and this type of OI receives equal attention in the two country groups. However, there is again a sizeable difference in OI activity in WE and CEE for the most complex OI type.

Hypothesis 7: Differences in development can explain most of the differences in OI between WE and CEE countries. (Study 3)

These results tell us that if the CEE firms converge with WE firms in terms of size, business type and other innovation activity, most of the gap in the most complicated organisational innovation will be closed as well.

Some types of OI are more difficult to explain with background variables, such as the less complicated single innovation effort types. This indicates that even if the gap in background variables closes, there could still be substantial differences in these OI types in WE and CEE. One explanation for these persistent differences is path dependence, as CEEs have a more formalised organisational structure (Sakowski, Vadi and Meriküll, 2015) and it could take years to change this formal culture into a more dynamic organisation inclined to innovation.

This all indicates that organisational innovation is a complex phenomenon and single actions or partial organisational innovation do not explain important outcomes in either CEE or WE. Organisational change is an integrated pattern (see for example the four interactive components approach developed by Harold Leavitt in 1964) and the same holds for organisational innovation. The overall low level of OI activity in the organisations studied and the interplay of the

different innovation types proposed in the study allow speculation that an increase in activity in product, process and marketing innovation is closely related to an increase in OI activity in organisations.

In summary, the contribution of this dissertation is twofold. First, at the methodological level, it develops a typology of OI based on the intensity of OI activities. The new OI measurement typology makes it possible to show that there are substantial differences in the type and intensity of OI between WE and CEE countries. Second, the influence of the national and institutional context on organisations and on OI is analysed.

All in all the results of this study show that OI is a phenomenon which is closely interwoven with its contextual factors. There is a clear correlation between organisational configurations, and consequently OI, and the national and historical context that OI happens in.

First, the cultural background may affect how innovation is perceived and also how companies strive to be innovative. Companies which have passed through comparable development phases and act in a similar national and historical environment share largely similar organisational values.

Second, the structures of organisations differ in groups of countries with different development courses. The results showed a quite highly formalised organisational structure and work process in CEE. In this context there is a large gap between Central and Eastern Europe and Western Europe. Additionally, CEE has caught up more with the West in the ability to influence the policy decisions of the organisation than in the ability to influence the organisation of daily work. This allows the conclusion that there should be an 'east-specific' path dependent development that affects the formation of organisational structures today.

The studies also showed how different stakeholders have different perceptions of organisational culture and structure. While managers do not want to adhere to the management style that was prevalent at the time of the command economies, the employees often report the persistence of old customs in management. This variance in the results indicates that the path dependency in an organisation can also be dependent on the particular actor or stakeholder, so that 'reactive sequences' can be built near the classical 'self-reinforcing sequences' of path dependence (Mahoney, 2000).

Third, having shown the importance of a certain national and historical environment for organisational configurations, how this affects OI could be shown. The analysis revealed a relatively large difference in OI performance between WE and CEE, both in the type of OI and in its intensity. This difference remains the same throughout the 12 years studied.

It was quite foreseeable, given the results of earlier studies, that there would be differences between CEE and WE. All the more interesting is the result that not all types of OI were practised differently in those two country groups. There was quite a small difference in *exclusively work management-oriented* companies between the two blocks, which shows that if the societal context converges, the differences can also decrease.



The study further confirmed the findings of earlier studies that OI is inter-related with other types of innovation in organisations, occurring together with some other actions or as a facilitator of activities. This study found the strongest link between marketing innovation and OI, but there is also an evident correlation between OI and process innovation and product innovation. This is the case both in CEE and in WE.

## **Limitations and suggestions for further research**

This last chapter discusses the limitations of this study and gives some proposals for further research.

First, this dissertation offered a concept for studying OI in organisations that describes OI as a phenomenon embraced in the organisational and societal context. However, besides the aspects of path dependence, culture and structure studied here, there could be other organisational and societal aspects that are relevant in the composition of OI in organisations in this given frame. There are factors that are important on an individual level for the ability of an organisation to innovate, like personality, motivation and cognition ability (Zennouche, 2014), which are not covered by this study. Moreover, factors at the group or organisation level like leadership, strategy and resources affect innovation at the organisational level (Zennouche, 2014) but are not covered by this research.

The culture and values of organisations can be different in different sectors. Mitigating this limitation of the first study is that the IT sector can be considered the sector with the fastest development in Estonia. This means it can be assumed that if there are hangovers from the Soviet management style, they may be even stronger in other sectors. In the two other studies the sector variable was integrated in the model.

This study is limited to the European countries from which the complete data for the whole period under research were available. Furthermore, the classification of WE and CEE countries is based on the communist past of the latter group, but this may overlook other aspects that could argue in favour of a different classification. For example the quantitative part of this study captured some outliers from the mainstream of societal patterns, which are Norway and the Czech Republic. Evidently the processes at societal level are more complex than could be shown in this dissertation. More aspects must be studied for these deviations to be explained.

There are plenty of possibilities for further research in this field. One avenue that also allows many of the limitations described above to be addressed would be to collect more empirical material using a similar approach to that taken in this thesis. Similar analysis could be performed on a wider group of countries and industries, for example the definition of OI in the form of seven exclusive combinations proposed by the authors of this study could be validated. There are also ways to enrich the conceptual framework proposed in the thesis. Starting from the limitations of this research, integrating the individual as one

further variable in the concept could improve the framework discussed. This would allow the cultural aspects that affect the individual's perception of innovation and activities related to innovation to be studied. Including other organisational aspects in this framework, like technology or strategy, could also offer a broad field for further research.

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## SUMMARY IN ESTONIAN

### **Rahvuslik-institutsionaalse keskkonna roll organisatsioonides ja organisatsioonilise innovatsiooni juures: Lääne-Euroopa ning Kesk- ja Ida-Euroopa juhtumi näitel**

#### **Töö aktuaalsus ja uurimuse eesmärk**

Innovatsioon on tänapäeva organisatsioonide üks võtmekomponente ning seetõttu on vajadus järjepidevalt uurida, mis mõjutab organisatsioonide innovatsioonivõimekust. Innovaatsioon on tänapäevase käsitluse kohaselt kompleksne, dünaamiline ja mitmetasandiline mõiste. Seejuures mängivad rolli nii organisatsiooni kui ka tema keskkonna omadused, aga ka ajaline mõõde. Innovatsiooni eesmärgid võivad olla seotud toodete, protsesside, organisatsioonilise ülesehituse või turundusega – seega on tegemist kompleksse tegevusega, mis puudutab organisatsiooni erinevaid valdkondi, tema kliente ja tarnijaid (Marotti de Mello, 2008).

Organisatsiooniline innovatsioon (OI), ühe innovatsiooni liigina, on oluline osaline organisatsiooni konkurentsivõime tõstmisel. Seda on näidatud ka erinevates uurimustes (Damanpour et al., 1989; Greenan, 2003; Hamel, 2009; Caroli and Van Reenen, 2001; Goldman, Nagel and Preiss, 1995). Toetudes eelnevatele uuringutele saab öelda, et OI ise saab olla innovatsiooni allikaks või siis võimaldajaks teistele innovatsiooniliikidele. Seda üllatavam on, et vastavalt Euroopa statistikale ei tegele 70% Euroopa ettevõtetest OIga. See omakorda tähendab nende ettevõtete jaoks palju kasutamata võimalusi ning motiveerib käeoleva töö autorit uurima asjaolusid, mis kujundavad OI tegevusi organisatsioonides.

Keskonnast (kontekstist) tulenevaid faktoreid, mis mõjutavad OI-d on väga vähe uuritud (Ganter and Hecker, 2014; Damanpour, 2009). Käesolev doktoritöö on panus sellesse uurimisvaldkonda ning tegeleb küsimusega, kuidas rahvuslik-ajalooline ja organisatsiooniline kontekst mõjutab OI-d organisatsioonides. Euroopa oma heterogeensusega on selleks ideaalne uurimismaastik.

Ühiskond omakorda moodustab keskkonna, milles organisatsioonid toimivad ja ühiskondlikud arengud ei toimu vaakumis. Seetõttu on vajalik rahvuslik-ajaloolise konteksti kaasamine uurimiskontseptsiooni. Eelnimetatud arengud on osa suuremast muustrist ning muuhulgas mõjutatud rajasõltuvuslikest arengutest (vt. nt. David, 1985; Arthur, 1994; North, 1990; Pierson, 2000; Sydow et al., 2009).

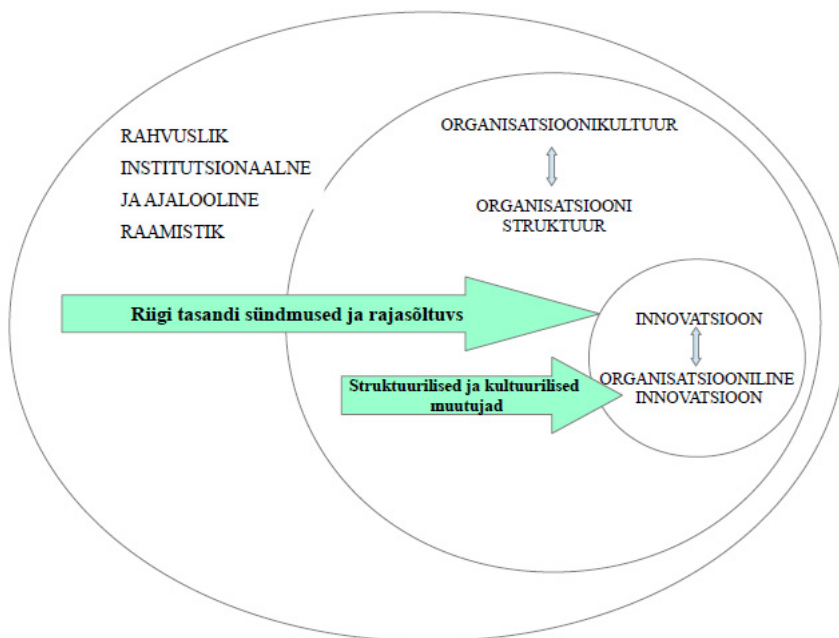
Lisaks eelnenule on OI rakendamisel tähtsad organisatsiooni struktuur ja kultuur. Need on käesolevas doktoritöös laiemad organisatsiooni ja tema innovaatilise tegevuse mõjutajad ning suunajad. Seejuures tuleneb organisatsiooni kultuur vähemalt osaliselt kindlast rahvuslik-ajaloolisest kontekstist ja omab mõju organisatsiooni struktuurilisele ülesehitusele. Struktuur jällegi kujundab OI-d konkreetsetes ettevõttes.

Eelnevatest uuringutest leiame erinevaid ettepanekuid organisatsioonide struktuuriliseks ülesehituseks, et muuta neid innovaatilisemaks (Westerman et al, 2006; Tushman and O'Reilly, 1997; Siggelkow and Levinthal, 2003, Iansiti, 1997, Christensen, 1997). Struktuurilised valikud on sõltuvad organisatsiooni kultuurist, mis vähemalt osaliselt tuleneb rahvuslik-ajaloolisest kontekstist.

Valeyre et al. (2009) leidsid Euroopa riikide vahel olulisi erinevusi, mis puudutab organisatsioonide struktuurilisi iseloomujooni. Seejuures on näha, et organisatsioonid riikides, millel on sarnane institutsionaalne ja ajalooline taust, on valdavalt sarnase struktuurilise ülesehitusega.

## Töö asetus uurimismaastikul ja töö originaalsus

OI on dünaamiline ja mitmekihiline nähtus, mida on võimalik mõista ainult tema laiemas kontekstis. Sel põhjusel ühendab käesolev töö järgnevad mõisted: institutsionaalne-ajalooline kontekst, organisatsiooni struktuur, organisatsiooni kultuur ja organisatsiooniline innovatsioon. See uurimus pakub välja kontseptuaalse raamistiku, mis ühendab OI-d mõjutavaid keskkonna- ja organisatsioonilisi faktoreid (Joonis 1). See on uudne lähenemine OI-le ning käesoleva doktoritöö üks panustest.



**Joonis 1.** Uurimuse kontseptuaalne raamistik: protsess, kuidas institutsionaalne ja organisatsiooniline raamistik mõjutab OId (autori koostatud).

Rääkides keskkonnast organisatsioonide uurimisel saame eristada nn. ülesande-keskkonda (s.o. kliendid, töö, konkurents, tarnijad), üldist keskkonda (s.o. poliitiline/õiguslik, majanduslik, sotsiaal-kultuuriline, tehnoloogiline) ja sise-keskkonda (s.o. töötajad, juhtimine, kultuur) (Price, 1997). Kasutades keskkonna mõistet selles töös, mõtleb autor ühest küljest üldist keskkonda ja tema ajaloolisi komponente, s.o. rahvuslik-ajalooline kontekst ja teisest küljest sisekeskkonda, s.o. struktuur ja kultuur.

Joonis 1 kujutab töö üldist raamistikku, kus OI on asetatud kahte temaatilisse ringi: rahvuslik institutsionaalne ja ajalooline keskkond ning organisatsiooniline (struktuur/kultuur) keskkond.

Lisaks eelnenule annab käesolev doktoritöö panuse ka metodoloogiasse. Nimelt pakub autor välja uue OI definitsiooni, mis aitab OId käsitleda (empiirikas) sügavamalt kui varasemate definitsioonide puhul. Definitsioon põhineb uuel tüpoloogial, mis ühendab seitse kategooriat ja põhineb OSLO käsiraamatu kolmel OI tüübil.

### **Uurimuse eesmärk ja uurimisülesanne**

Uurimus soovib näidata, kuidas ajaloolis-ühiskondlikus erinevused ja konkreetsele rahvusriigile omased organisatsioonilised tingimused on seotud erinevustega organisatsioonide kultuuris ja struktuuris ning sellest tulenevalt OI tajumise ja ulatusega. Seejuures uuritakse ajaloolis-ühiskondlikke erinevusi Euroopa riikide võrlemise kaudu. Nendel riikidel on palju sarnasusi, kuna nad on Euroopa Liidu liikmed ning neil on ühine demokraatiale ja turumajandusele orienteeritud majanduslik taust. Sellegipoolest, kuna Külma Sõda jagas need riigid erinevatesse tsoonidesse – kommunistlikuks ja turumajandusele orienteerituks, ning nad on uuesti ühendatud alles veerand sajandit tagasi, annab see hea põhja uurimaks, kuidas mineviku arengud ja rahvuslik tasand mõjutavad organisatsioonide toimimist ja innovatsioonivõimekust.

Et eelnimetatud eesmärki täita, on püstitatud järgmised uurimisülesanded:

- analüüsida ajaloolise ja rahvuslik-institutsionaalse konteksti rolli teatud organisatsiooniliste praktikate levimisel;
- analüüsida organisatsioonikultuurilisi aspekte ja nende mõju struktuurilisele ülesehitusele, mis on keskkonnaks OI tegevusele;
- analüüsida teoreetilisi lähenemisi organisatsiooni struktuurile, mis on keskkonnaks OI tegevustele;
- analüüsida OI teoreetilist tausta;
- kirjanduse alusel uurimisküsimuste ja hüpoteeside püstitamine;
- tutvustada andmeid ja kasutatud metodoloogiad;
- esitleda kolme empiirilist analüüsi, mis tegelevad organisatsiooniliste erinevuste ja omapäradega Euroopas näitamaks kindla rahvusliku konteksti olulisust organisatsioonide toimimisel ja OI tegevuste rakendamisel;
- empiiriliste artiklite tulemuste analüüs, süntees ja üldistamine;
- välja tuua võimalused järgnevateks uuringuteks.

Käesolev doktoritöö põhineb kolmel teadusajakirjades avaldatud teaduslikul artiklil. Iga üksik neist katab teatud osa üldisest kontseptsioonist, mis on toodud joonisel 1. Esimene artikkel tegeleb organisatsiooni kultuuri muutumisega ja sellega, kuidas see seostub innovatsioonitegevustega organisatsioonis. See näitab kuidas rahvuslik ja organisatsiooniline kontekst mõjutab organisatsioone ja nende innovatsioonitegevusi. Teine artikkel toob esile rahvuslik-ajaloolise tausta mõju organisatsioonide struktuurilisele ülesehitusele. Kolmas artikkel keskendub OI tegevustele organisatsioonides ja sellele, kuidas OI muustrid tulenevad teatud rahvuslik-ajaloolisest kontekstist.

## **Töö teoreetiline taust**

Töö teoreetilises osas piiritletakse kõigepealt rahvuslik institutsionaalne ja ajalooline keskkond. Näidatakse, et vastavalt varasematele uuringutele on rahvuskultuurilistel variatsioonidel majanduslikus arengus suur osa (Landes, 1998). Bloom ja van Reenen (2010) näitasid, et juhtimise lokaalne iseloom võib kaua aega kesta ja mõjutada ettevõtete tootlikkust. Samuti rõhutab tänapäevane rahvusvaheliste korporatsioonide uurimine sotsiaalse konteksti tähtsust organisatsioonide mõistmisel (Delmestru and Brumana, 2017). Järelikult ka ettevõtete võime innovatsiooniga tegeleda sõltub laiemast sotsiaalsest kontekstist ning seejuures võime näha erinevaid rahvuslikke innovatsiooni trajektoore (Lam, 2000; Whitley, 2000; Hollingsworth, 2000). Fakt, et minevikus loodud sotsiaalsedel institutsioonidel on kestvad mõjud on selle valdkonna uurijate poolt üldiselt tunnustatud (Perez and Freeman, 1988; Hodgson, 1997). Ajaloolises kontekstis tähendab see, sündmused, mis toimuvad riigi arengu pöördelistel momentidel, võivad muuta hilisemaid sotsioökonomilisi tulemusi (van der Steen, 1999: 123). Seda kutsutakse rajasõltuvuseks ning tähendab, et areng järgib tavaliselt teatud prognoositavat trajektoori.

Siinne töö toetub rajasõltuvusele viidatud lähenemist, mille tõid teoriasse David (1985) ja Arthur (1994), kes uurisid rajasõltuvuslikke arenguid majanduses. Nende jaoks on rajasõltuvus protsess, mis algab juhuslikult otsusest või juhtumist. Inerti tõttu võib see protsess lukustada näiteks tehnoloogia teatud arengu teatud kindlasse ratta. See rada ei pruugi seejuures olla kõige kasulikum üldisest vaatepunktist vaadatuna (Britton 2004, p. 2), kuid see protsess hakkab ise ennast taastootma ja siis on näiteks konkreetset tehnoloogiat või toimimisviisi on raske muuta, sest see muutub (mida kauem kestab) üha kallimaks.

Samal ajal on see vaade tihti liiga kitsas ning on oluline kaasata ka teise võimalikud rajasõltuvuse vormid. Üks nendest on näiteks „reaktiivsed protsessid“, mille puhul esialgsed „raputused“ ei ole olulised mitte seetõttu, et nad saavad positiivse vastuse vaid seetõttu, et neile vastandutakse väga jõuliselt (Mahoney 2000, p. 518). Käesolevas uuringus järgib autor Mahoney't, kes eristas ise end taastootvaid sündmusi ja reaktiivseid sündmusi.

Lühidalt öeldes, ei tohi alahinnata teatud sotsiaalsete institutsioonide ja nende rahvusvahelise varieerumise tähtsust, kui soovime seletada, miks on rahvuslikud majandussüsteemid ja organisatsioonid neis erinevad.

Järgmisena esitletakse töös organisatsioonilise innovatsiooni teoreetilist tausta. See on vaatamata sellele, et juba Schumpeter 1934 tõi välja selle ühe innovatsiooniliigina, innovatsiooniuurimises suhteliselt uus teema. Pikka aega mõledi innovatsioonitegevustest rääkides ainult tehnoloogilisele innovatsioonile (Drejer, 2004). Siiski täna defineerib OSLO käsiraamat (OSLO, 2005), mis on siiani parim rahvusvaheline allikas juhistest, kuidas innovatsiooniandmeid koguda ja käsitleda, organisatsioonilise innovatsiooni ühe innovatsiooniliigina. Lisaks sellele eristatakse toote-, protsessi- ja turundusinnovatsiooni.

Erinevad innovatsiooniliigid on üksteisega tihedalt seotud (Ballot et. al., 2015; Camisón and Villar-López, 2014; Armbruster et al., 2008), aga ei ole ühte kindlat viisi, kuidas neid omavahel kombineerida (Ballot et. al., 2015; Freitas, 2008), vaid see sõltub kontekstist ja organisatsiooni omadustest. See, kuidas OI mõjutab ettevõtte tulemusi, ei ole veel empiiriliste uurimuste najal täielikult kirjeldatud (Camisón and Villar-López, 2014), kuid on teada, et OI on konkurentsieelise üks kindel allikas (OECD, 2005; Hamel, 2009; and Goldman, Nagel and Preiss, 1995). On olemas piisavalt tõendeid, et OI praktikad tulevad ettevõtte tulemustele kasuks (see e.g. Osterman, 1994; Perdormo-Ortiz et al., 2009; Prajogo and Sohal, 2006; Caroli and Van Reenen, 2001; and Greenan, 2003). Niisiis, on OI ettevõtte innovatsioonivõimekuse juures oluline roll.

OI mõõtmine on samas suhteliselt keeruline ning siiaamaani on seda, mis täpselt on OI, uurimustes erinevalt interpreteeritud (OECD 2005, p.29). OI alged on organisatsiooni struktuuri kohandamises (e.g. Burns and Stalker, 1961), muutes seda detsentraliseeritumaks ja orgaanilisemaks. Tänapäeval on see termin palju laiem ning seda kasutatakse kirjanduses rääkimaks juhtimise innovatsioonist, organisatsioonilisest innovatsioonist, aga ka administratiivsest innovatsioonist. Siiani ei ole väga hästi piiritletud teoreetilist raamistikku OI tarbeks (Lam, 2011) ja see raskendab tema empiirilist uurimist.

Organisatsiooni kultuuri ja struktuuri käsitletakse töös innovatsiooni konteksti loojatena ning selle edendajatena. Rääkides kultuurist peab ütlema, et ka sellele on organisatsioonidega seoses erinevaid lähenemisi. Üks peamisi erinevusi on see, kas kultuur on organisatsioonil või kultuur on organisatsioon (Smircich, 1983). Selle doktoritöö aluseks on esimene käsitlus, et olla võimeline tooma välja kultuuri ühe aspektina mis mõjutab organisatsiooni toimimist struktuuri, tehnoloogia jne kõrval.

Kuigi lähenemisi kultuurile on erinevaid, jagavad enamus neist vaadet, et kultuurilised nähtused on seotud ajaloo ja traditsioonidega ja et see on oma olemuselt kollektiivne nähtus (Alevsson, 2002). Seega rahvuskultuur on oluline faktor, mis mõjutab organisatsioonide kultuuri ja seda on põhjalikult käsitlenud Hofstede (1980, 2001). Organisatsiooni kultuur omakorda mõjutab innovatsioonitegevusi organisatsioonis ja siis lähtub töö esimene uurimisküsimus:

RQ1: Kas ja kuidas mõjutab kindlast rahvuslik-ajaloolist kontekstist pärinev organisatsioonikultuur innovatsioonitegevusi organisatsioonis? (Study 1)

Jõudes organisatsiooni struktuuri kui OI konteksti loova nähtuse juurde, tuleb esialgu ära öelda, et tegemist on viisiga, kuidas inimesed on ettevõttes organiseeritud ja kuidas nende tööd on koordineeritud. Spetsiifilisemalt öeldes



on struktureerimine eraldamise ja liitmise tehnika (Lawrence and Lorsch 1967, Burton 2013), mis käsitleb seda, kuidas organisatsioonid on eraldatud osakondadeks ja kuidas need allüksused koos töötavad.

Organisatsiooni struktuuri teooria alguseks saab pidada aega 1900 keskel ja selle aja peamised autorid olid Weber, Taylor ja Fayol. Nende näevad struktuuri kõige tähtsama tööriistana organisatsioonide juhtimisel ja suunamisel. Peamine eesmärk on ratsionaliseerimine. Peale seda hakati rohkem tähelepanu pöörama inimesele organisatsioonis (näiteks Barnard 1938, Maslow, 1943, Herzberg, 1959). Organisatsiooni nähti elukõige sotsiaalse süsteemina ja sotsiaalseid faktoreid oluliste töö tulemuste mõjutajana nn. moodsate organisatsiooniteooriate juures (alates 1960) muutub organisatsiooni ja keskkonna koosmõju tähtsaks (näiteks Cyert and March, 1963; Lawrence and Lorsch, 1967; Woodward, 1965; Perrow, 1972). Tänapäeval muutub üha olulisemaks erinevate paradigmade üheaegne kasutamine organisatsioonide ülesehituse kirjeldamisel (e. g. Lewis and Grimes, 1999; Burrell and Morgan, 1979) ja see uurimisvaldkond muutub üha komplekssemaks võrreldes varasematega. Tänapäevased organisatsiooniteooriad käsitlevad organisatsiooni avatud süsteemina, mida mõjutab keskkond, milles nad toimivad.

Niisiis, viise, kuidas organisatsiooni struktureerida, on erinevaid.

Meeles pidades, et rahvuslik-ajaloolisel keskkonnal on mõju ning mõeldes erinevate organisatsioonide üles ehitamise viiside peale, on püstitatud teine uurimisküsimus:

RQ2. Kas riikides, millel on erinev/sarnane ajalooline areng on ka organisatsioonid struktuuriliselt erinevalt/sarnaselt üles ehitatud ning kuidas erinevad organisatsiooni osapooled seda tajuvad? (Study 2)

Kuna organisatsioone saab erinevalt üles ehitada, on ka nende võime innovatsiooniks erinev. Üldine vaade on, et organisatsioon, mis soovib olla innovaatiline, peab olema võimeline oma ülesehituselt toetama muutust ja efektiivsust samaaegselt. Kui varasemad teooriad tõid esile ühe kindla struktuuri omaduse, mis toetas innovatiivsust, on tänapäeva uurijad seisukohal, et teatud kimp struktuuriomadusi (see õib olla isegi igal konkreetsele organisatsioonile ainuomane) on vajalik selleks et jääda innovatiivseks.

Nii nagu eelnevalt välja toodud, toimivad organisatsioonid keskkonnas, mis on mõjutatud erinevatest sisemistest ja välimistest faktoritest. Siit tuleneb ka kolmas uurimisküsimus:

RQ3. Kas OI ulatus ja mustrid on erinevad riikides, mis on läbinud erineva ajaloolise arengu? (Study 3)

## **Uurimisküsimuste süntees ja hüpoteesid**

Et olla võimeline välja tooma rahvuslik-ajaloolise konteksti mõju organisatsiooni struktuurile, kultuurile ja sellest tulenevalt OIle on käesolevas uuringus kasutatud empiirilises uurimuses ühelt poolt Kesk- ja Ida-Euroopa ning teiselt poolt Lääne-Euroopa riikide blokke, millel on olnud erinev ajalooline areng. Samal ajal ühe bloki sees on areng olnud sarnane.

Et esile tuua keskkonna mõju organisatsioonidele ja nende mõju OIle sai eelenavlt tõstatatud kolm uurimisküsimust. Nendest tulenevalt on omakorda püstitatud seitse hpoteesi:

*Hüpotees 1: Rahvuslik-ajalooline kontekst ja protsessid mõjutavad organisatsiooni kultuuri ja seejuures organisatsiooni innovatsioonitegevusi. (Artikkel 1)*

*Hüpotees 2: Kesk- ja Ida-Euroopa riikide organisatsioonide struktuurid on keskmiselt kõrgemal määral formaliseeritud (Artikkel 2)*

*Hüpotees 3: Formaliseeritus Kesk- ja Ida-Euroopa organisatsioonide struktuuride on vähenenud keskmiselt kiiremini kui formaliseeritus Lääne-Euroopa riikide organisatsioonide struktuurides. Seda tänu kommunistliku korra hülgamisele ja Lääne-Euroopaga ühtlustumisele. (Artikkel 2)*

*Hüpotees 4: Rajasõltuvus võib ühiskonna erinevaid osapooli erinevalt mõjutada (Artikkel 2)*

*Hüpotees 5: Vastavalt uuele, detailsele OI tüpoloogiale on olemas erinevused Kesk- ja Ida-Euroopa ning Lääne-Euroopa riikide vahel, mis puudutab OI sooritust (Artikkel 3)*

*Hüpotees 6: OI ilmnemismvorm on sõltuv riigi arengu kulgemisest (Artikkel 3)*

*Hüpotees 7: Erinevused ajaloolises arengus seletavad suurema osa OI erinevusi Kesk- ja Ida-Euroopa ning Lääne-Euroopa organisatsioonides. (Artikkel 3)*

## **Uurimise metoodika ja andmed**

Üldine metodoloogia, mida käesolev doktoritöö kasutab, on võrrelda kommunistliku ja turumajandusliku minevikuga Euroopa riike, et näidata, kuidas need erinevused rahvuslik-ajaloolises kontekstis on mõjutanud organisatsioonide struktuuri, kultuuri ja OId.

Spetsiifilisemalt kombineeritakse kvalitatiivseid ja kvantitatiivseid uurimismeetode, et olla võimeline tegema järeldusi suurte andmestike põhjal, kuid samas tuua välja ühe või teise arengu sügavamad põhjused. Kvantitatiivne osa empiirilisest uuringust toetub suurtele Euroopa andmestikele: Euroopa Sotsiaaluuring ning Euroopa Innovatsiooniuring. Kvalitatiivsed andmed on saadud intervjuudest ettevõtete juhtidega ning juhtumiuuringu puhul on uuritud Eesti tarkvaraettevõtteid.

## **Kokkuvõte ja tulemuste üldistamine**

Käesolev doktoritöö analüüsib, kuidas ühiskondlik ja rahvuslik kontekst ning sellest tulenevad organisatsioonilised tingimused mõjutavad OI rakendamist organisatsioonides. Uurimuses kasutatakse Kesk- ja Ida-Euroopa ning Lääne-Euroopa riikide andmeid. Nende ajaloolises arengus näeme nii sarnasusi kui erinevusi. Võrreldakse erineva majandusliku arengu ning ideoloogilise minevikuga riike.

Metodoloogiliselt on seejuures uudne viis, kuidas defineeritakse OId läbi seitsme unikaalse kombinatsiooni, mis on koostatud kolme, laialt tunnustatud OI tüübi põhjal. Nendeks on efektiivsusele, töö organiseerimisele ja välistele suhetele suunatud innovatsioonid.

*Hüpotees 1: Rahvuslik-ajalooline kontekst ja protsessid mõjutavad organisatsiooni kultuuri ja seejuures ka organisatsiooni innovatsioonitegevusi. (Artikkel 1)*

Empiiriline uurimus, mis põhines Eesti IT sektoril näitas, et organisatsiooni (rahvus)kultuurilisel taustal on roll selles, kuidas innovatsioonitegevusi tajutakse. Innovatsioonile lähenetakse Eestis individualistlikust ja ratsionaalsest seisukohast lähtudes. Innovatsioon eesmärgina on seotud eelkõige lühiajalise kasumi suurendamisega ning turupositsiooni tugevdamise või säilitamisega. Muutusi toetatakse juhul, kui väga konkreetset tulemust on prognoositavad ning mõõdetavad majanduslikus tulus. See tähendab, et suuremate riskide võtmisel ollakse väga ettevaatlikud. Meeskonnatöö on uuritud organisatsioonides hinnatud ning sisemist võistlust peetakse pigem innovatsiooni takistavaks. Kõik uuritud organisatsioonid jagavad enam-vähem sarnaseid väärtusi ning kõik nad on läbinud suhtelisest sarnase arengu. Juhid nägid innovatiivsust strateegia olulise osana. Uuritud organisatsioonid püüdsid olla paindlikud ja anda töötajatele piisavalt ruumi loominguks ja riskide võtmiseks. Samal ajal leidsid kahe organisatsiooni (uuritud neljast) töötajad, et neil ei ole piisavalt ruumi loominguks ning nad ei näinud end muutuste algatajana. Samal ajal kui juhid on töötajate tehtud vigade suhtes tolerantsemad, ei ole töötajate valmidus riske võtta eriti kõrge. Selle põhjuseks võib olla vähene tulevikuorientatsioon väiksemate ettevõtete puhul või siis suhteliselt jäigad reeglid suuremate puhul. Nad toimetavad pigem reaktiivselt kui proaktiivselt, mis omakorda piirab nende võimalust radikaalseteks innovatsioonideks.

*Hüpotees 2: Kesk- ja Ida-Euroopa riikide organisatsioonide struktuurid on keskmisest kõrgemal määral formaliseeritud (Artikkel 2)*

*Hüpotees 3: Formaliseeritus Kesk- ja Ida-Euroopa organisatsioonide struktuurides on vähenenud keskmiselt kiiremini kui formaliseeritus Lääne-Euroopa riikide organisatsioonide struktuurides. Seda tänu kommunistliku korra hülgamisele ja Lääne-Euroopaga ühtlustumisele. (Artikkel 2)*

Empiirilises uurimuses, mis tegeles rajasõltuvuse ning selle tagajärgede ja organisatsioonide struktuuridele post-kommunistlikes riikides, hinnati organisatsioonide struktuuride formaliseerituse määra. Kasutati Euroopa Sotsiaaluuringu andmeid organisatsioonide formaliseerituse kohta, et võrrelda viimaseid Kesk- ja Ida-Euroopas ning Lääne-Euroopas.

Tulemused näitasid, et Kesk- ja Ida-Euroopa organisatsioonid on pigem formaliseeritud oma struktuuri poolest, kuna töötajatel on suhteliselt vähe võimalusi mõjutada organisatsiooni igapäevast toimimist. Lääne-Euroopa organisatsioonide struktuurid olid oluliselt vähem formaliseeritud ning ida ja

lääne vahel oli seega suhteliselt suur lõhe. Seejuures oli ühtlustumine ida ja lääne vahel toimunud kiiremini selles osas, mis puudutab töötajate võimalusi mõjutada organisatsiooni puudutavaid üldisi otsuseid kui igapäevatöö puudutavate otsuste osas. See osutab rajasõltuvusele, mis mõjutab Ida-Euroopa organisatsioonide elu kuni tänapäevani. Erinevaid Kesk- ja Ida-Euroopa riike ühendav lüli on nende sovjetlik minevik, kui organisatsioonid olid väga formaliseeritud ja tsentraliseeritud. Vastavalt Hofstede (1980) kultuuridimensioonidele langevad Kesk- ja Ida-Euroopa riigid riikide gruppi, mida iseloomustab kõrge ebakindluse vältimine ja võimu distants, mida iseloomustavad kõrge kontrolli osakaal organisatsioonides ning väiksem usaldus töötajate võimesse ise otsuseid vastu võtta.

Uuring näitas ka nõukogude perioodist pärist organisatsioonide struktuuriliste omaduste stabiilsust, mis mõjutab juhtimist kuni tänapäevani.

*Hüpotees 4: Rajasõltuvus võib ühiskonna erinevaid osapooli erinevalt mõjutada (Artikkel 2)*

Et seda hüpoteesi testida, kasutati ühe ida-Euroopa riigi – Eesti – tippjuhtidelt saadud andmeid. Analüüsiti andmeid, mis näitasid organisatsioonide värbamise, töötajate arendamise ja koolitamise ning töötajate hindamisega seotud formaliseeritust. Tulemused ei näidanud selgelt kõrget formaliseerituse astet.

Kuna esimene andmestik (hüpoteesid 2 ja 3) näitab töötajate vaateid ning teine andmestik (hüpotees 4) juhtide nägemust, paneb tulemuste tõlgendamine arvama, et erinevatel osapooltel on erinev nägemus ühest ja samast olukorrast. Et leida tõestust sellele, kasutati analüüsis ka kolmandat andmestikku, mis hõlmas Eesti tarkvaraettevõtete juhtidega tehtud intervjuusid. Nende analüüs näitas, et organisatsioonid püüavad juhtide sõnul olla oma ülesehitusest lamedad, jättes piisavalt vaba ruumi töötajate loomingulisusele. Seega nähtub juhtide öeldust ülaltoodud struktuurilisele inertsile vastupidine tendents. Juhid ei soovi samastuda sovjetliku juhtimisstiiliga.

Tulemuste erisus tähendab seda, et rajasõltuvus organisatsioonis sõltub ka konkreetsest osalisest. Veel enam, need erinevad osapooled saavad rajasõltuvuslikku kulgu ühes organisatsioonis erinevalt mõjutada.

Hüpoteeside 2–4 põhjal (artikkel 2) tehtud järeldused saab kokku võtta järgmiselt: formaliseerituse tase endistes kommunistlikes riikides on ka täna kõrgem kui Lääne-Euroopa riikides ja see on nii tänu rajasõltuvuse ilminguile nendes riikides. Vaadates formaliseerituse taset ühes Ida-Euroopa riigis – Eestis – saab öelda, et formaliseeritus on mõjutatud kahest rajasõltuvuse tüübist. Esiteks end ise taastootvad protsessid, mis tulenevad nõukogude minevikust ning teisalt reaktiivsed protsessid, ehk tugev vastureaktsioon sellele. Seda aspekti pole organisatsioonilise rajasõltuvuse kontekstis varem põhjalikult uuritud ning see tõstatab uusi küsimusi, mida on mõtet lähemalt uurida ka teistes Ida-Euroopa riikides.

Hüpotees 5: *Vastavalt uuele, detailsele OI tüpoloogiale on olemas erinevused Kesk- ja Ida-Euroopa ning Lääne-Euroopa riikide vahel, mis puudutab OI sooritust (Artikkel 3)*

Hüpotees 6: *OI ilmnemismuutuvus on sõltuv riigi arengu kulgemisest (Artikkel 3)*

Et testida hüpoteese 5 ja 6 kasutati suuremahulist Euroopa andmestikku. Andmestik katab 12 aastase perioodi. Lisaks pakutakse selle uurimuse raames välja uus viis OI mõõtmiseks läbi seitsme unikaalse OI tegevuste kombinatsioonide.

Tulemused näitavad, et *ainult efektiivsusele orienteeritud* organisatsioonides on erinevus Kesk- ja Ida-Euroopa ja Lääne-Euroopa riikide vahel suhteliselt suur. Samuti, et pool nendest erinevustest ei ole seletatav teiste innovatsiooniliikide või teiste organisatsiooni iseloomustavate muutujate kaudu. Põhjuseks võivad olla madalamad tootmiskulud Kesk- ja Ida-Euroopas, mis lubab töötajatel olla vähem tootlik või siis võib see olla nii tänu rajasõltuvuse olemasolule nendes riikides. Täpsemalt, efektiivsus ei ole ehk nii oluline nendes riikides, tulenevalt nende varasemast kogemusest kommunistliku riigina. Erinevus ettevõtetes, mis tegelesid OI vallas ainult töö organiseerimise parendamisega ei olnud nii suured. Siiski oli olemas suur vahe üldise OI aktiivsuse vahel idas ja läänes, mis puudutas kõige komplekssemat OI tüüpi.

Hüpotees 7: *Erinevused ajaloolises arengus seletavad suurema osa OI erinevusi Kesk- ja Ida-Euroopa ning Lääne-Euroopa organisatsioonides. (Artikkel 3)*

Tulemused selle hüpoteesi kohta näitavad, et kui ida jõuab läänele järgi või lähemale, mis puudutab suurust, äritüüpi või teisi innovatsiooniliike, kaob ka suur osa erinevusi kõige komplekssema OI tüübi osas.

Mõned OI tüübid on aga raskemini seletatavad läbi tasutamuutujate, mis tähendab, et isegi kui lõhe ida ja lääne teiste näitajate vahel kaob, võivad OI tegevustes olla siiski olulised erinevused. Üks seletus sellele saab olla rajasõltuvus ja fakt, et viimasest tulenevalt on idas rohkem formaliseeritud struktuuridega ettevõtted ja see võib võtta pikki aastaid et need muutuksid dünaamilisteks ja rohkem innovaatilisteks organisatsioonideks.

Seega, OI on kompleksne nähtus, mida ei saa seletada üksikute aspektide kaudu.

Kokkuvõttes on selle doktoritöö panus kahene. Esiteks, metodoloogiline panus läbi uue OI tüpoloogia välja arendamise, mis aitab OId täpsemalt mõõta. Teiseks on panuseks see, et näidati rahvuslik-ajaloolise konteksti mõju organisatsioonide toimimisele ja selle kaudu OI rakendamisele ettevõtetes. OI on nähtus, mis on tihedalt seotud kontekstiga, milles ta toimub.

Toetudes eelnevatele uurimustele oli ootuspärane, et Kesk- ja Ida-Euroopa ning Lääne-Euroopa vahel on erinevus, mis OI tegevusi puudutab. Seda huvitavam on asjaolu, et mitte kõik OI liigid ja nende rakendamine ei erinenud nendes kahes riikide grupis.

Samuti tõi see uurimus sarnaselt eellevatele uuringutele välja selle, et OI on tihedalt seotud teiste innovatsiooniliikidega, ilmnedes kas koos mõne teise innovatsiooniliigiga või olles selle hõlbustaja. Käesolev uuring leidis, et kõige tugevam side on turundusinnovatsiooni ja OI vahel, kuid on olemas ka nähtav side OI ja protsessi- ning tooteinnovatsiooni vahel. Seda nii idas kui läänes.

### **Uuringu piirnad ja ettepankeud järgnevateks uurimusteks**

Käesolev uuring pakkus välja lähenemise OI uurimiseks eeldades, et OI on nähtus, mis asetseb organisatsioonilise ja ühiskondliku „kesta“ sees. Tuleb aga meeles pidada, et lisaks uuritud aspektidele (rajasõltuvus, kultuur, struktuur) võib olla ka teisi asjaolusid, mis antud raamides OId mõjutavad. Näiteks indiviidid, tema motivatsioon, käitumismustrid jne ei ole selle uurimusega kaetud, kuid võivad mängida rolli OI praktikate rakendamisel. Lisaks sellele on grupi või organisatsiooni tasandil aspekte, mis võivad rolli mängida, nagu näiteks juhtimisstiil, strateegia, ressursid, aga ei ole selles uurimuses käsitlust leidnud.

Lisaks sellele võivad väärtused organisatsioonides erinda ka sektoriti. Esi-mese uuringu selleteemalist piirangut võib vähendada asjaolu, et uuriti IT sektorit, mis kõige kiirema arenguga sekto Eestis. Ehk siis, kui eeldada, et orga-nisatsioonide toimimises on jäänukid nõukogude ajast, on need teistes sektorites ehk isegi tugevamad. Teises kahes uuringus oli sektor muutjana mudeliga hõlmatud.

Järgmiseks põhineb uuring Euroopa riikidel, mille kohta olid olemas kõik vajaminevad admed. Veelgi enam, jagamine Kesk- ja Ida-Euroopa riikideks ning Lääne-Euroopa riikideks põhines idariikide ühisel kommunistlikul minev-kul ja ei pruugi arvestada asjaolusid mis räägiksid teistsuguse jagamise kasuks.

Järgnevateks uuringuteks saab siit palju ainet. Üks nendest saab olla rohkema empiirilise matejali kogumine (rohkematest riikidest), testimaks selles uuringus välja pakutud kontseptsiooni. Või siis valideerida välja pakutud OI tüpoloogiat rohkemate riikide andmete põhjal. Seega on võimalusi rikastada selles doktoritöös välja pakutud kontseptsiooni. Näiteks lisades muutujate nimekirja indiviidi, aga ka tema taju, mis puudutab innovaatilisi tegevusi. Või siis lisades muutujate hulka näitajaid organisatsioonilisest keskkonnast, nagu tehnoloogia, strateegia jne.

## CURRICULUM VITAE

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### Work experience:

11/2017– Human Resources Manager, Glaskeil GmbH  
+ Co. KG, Würzburg, Germany  
9/2007– Doctoral Student at the University of Tartu,  
Faculty of Economics and Business Administration.  
1/2008–11/2013 Human Resources Manager, Prosecutor's  
Office in Estonia (300 employees).  
03/2007–12/2007 Human Resources Consultant, HR Factory OÜ, Estonia.  
7/2004–3/2007 Human Resources Manager, Ministry of the Environment,  
Estonia  
(06/2005-03/2006 leader of a project group dedicated to the  
establishment of an overall organisational development plan)  
3/1999–/2000 Assistant to Top Management, Environmental protection  
Institute of the Agricultural University of Estonia.  
Duties: personnel work, cooperation on various projects in  
ecology and environmental protection; translation and  
writing of project reports, writing of official documents,  
language correction; office work

### Additional employment:

1/2016 Preparing and conducting a workshop on the advantages and  
disadvantages of digitalisation at the conference 'Digital  
transformation of corporate business' at Bielefeld University  
of Applied Sciences.  
2011–2012 Journalist at the human resources journal *Personali Praktik*  
in Estonia.  
2007–2010 Visiting lecturer, University of Tartu (Estonia), Department  
of Economics. Tasks: lecturing on organisational structure  
and design.  
2/2005–6/2005 Visiting lecturer, University of Tartu (Estonia), Department  
of Public Administration. Duties: conducting the course  
'Nonprofit organisations in Estonia and abroad'.  
3/2003–6/2004 Tutor, University of Konstanz (Germany), Faculty of Law,  
Economics and Politics, Department for Politics and  
Management, Prof. W. Seibel. Duties: assistance on different  
projects, research, office work etc.

- 4/2003–7/2003 Tutor for the course ‘Organisational Management’, University of Konstanz (Germany), Faculty of Law, Economics and Politics, Department for Politics and Management, Prof. W. Seibel.  
Duties: leading the tutorial aimed at deepening the knowledge gained in the lecture; contact person for the course participants.
- From 2000 Translation work: German-Estonian-German. A total of around 1000 pages.

### **Internships**

- 6/1998 – 8/1998 Municipality of Lüneburg, Germany  
Internship in the Press Department  
Duties: Cooperation with different local and regional media, writing speeches and press releases, organising cultural events, research in the library.
- 1/1998 – 2/1998 Municipality of Tartu, Estonia.  
Internship in the Department for International Relations.  
Duties: office work, supervising foreign guests of the town.

### **Education**

- 10/2000 – 6/2004 University of Konstanz (Germany), Faculty of Law, Economics and Politics, Department for Politics and Management, M.A. in Public Management and Administration.
- 9/1998 – 6/2000 University of Tartu (Estonia)  
Department of Public Administration  
B.A. in Public Administration.
- 9/1995-6/2000 University of Tartu (Estonia)  
Faculty of Philosophy, Department of German Language and Literature, B.A. in German Language and Literature.
- 9/1982 – 5/1993 15. Secondary School of Tartu.

### **Language Skills**

Estonian: mother tongue  
German: fluent.  
English: good command  
Russian: good spoken and written  
Swedish: good  
French: beginner



**Honors**

- 10/2000-7/2001 – Scholarship from the Herbert-Quandt-Foundation (Altana AG);
- 10/2002-7/2003 – Scholarship from the German Academic Change Service;
- 10/2003 – Award of the Association of Alumni of the University of Konstanz (VEUK e.V.) for excellent performance in studies as a foreign student.

## ELULOOKIRJELDUS

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### Töökogemus:

11/2017– Personalitöötaja, Glaskeil GmbH + Co. KG, Würzburg, Saksamaa.  
1/2008–11/2013 Personalitalituse juhataja, Riigiprokuratuur, Eesti.  
03/2007–12/2007 Personalikonsultant, HR Factory OÜ, Eesti.  
7/2004–3/2007 Personaliosakonna juhataja, Keskkonnaministeerium, Eesti (06/2005-03/2006 ministeeriumi arengukava projektrühma juht).  
3/1999–7/2000 Juhtkonna assistent, Eesti Põllumajandusülikooli Keskkonnakaitse Instituut, Eesti.

### Täiendav töökogemus:

2011–2012 Kaastöö ajakirjale *Personali Praktik*.  
2007–2010 Külalislektor organisatsiooni struktuuri ja disaini valdkonnas, Tartu Ülikool, Majandusteaduskond.  
2/2005–6/2005 Külalislektor, kursus „Mittetulundusühingud Eestis ja välismaal“, Tartu Ülikool, Sotsiaalteaduskond, Avaliku halduse õppetool.  
3/2003–6/2004 Tudengist kaastöötaja, Konstanzi Ülikool (Saksamaa), Õigus-, majandus- ja poliitikateaduste teaduskond, Politoloogia ja juhtimise osakond, Prof. Seibel.  
4/2003–7/2003 Loengut („Organisatsioonide juhtimine“) saatva seminari juhendaja, Konstanzi Ülikool (Saksamaa), Õigus-, majandus- ja poliitikateaduste teaduskond, Politoloogia ja juhtimise osakond, Prof. Seibel.  
2000–2007 Tõlketöö suunal saksa-eesti-saksa.

### Praktika:

6/1998–8/1998 Lüneburgi Linnavalitsus, Saksamaa, Praktikant pressiosakonnas.  
1/1998–2/1998 Tartu Linnavalitsus, Eesti, Praktikant rahvusvaheliste suhete osakonnas.

**Haridus**

9/2007–	Doktoriõpe, Tartu Ülikool, Majandusteaduskond.
10/2000–6/2004	M.A. Avalik haldus, Konstanzi Ülikool (Saksamaa), Õigus-, majandus- ja poliitikateaduste teaduskond.
9/1998–6/2000	B.A. Avalik haldus, Tartu Ülikool, Sotsiaalteaduskond.
9/1995–6/2000	B.A. Saksa keel ja kirjandus, Tartu Ülikool (Eesti) Filosoofiateaduskond.
9/1982–5/1993	Tartu 15. Keskkool

**Keeleoskus:**

Eesti keel: emakeel

Saksa keel: väga hea nii kõnes kui kirjas

Inglise keel: hea nii kõnes kui kirjas

Vene keel: keskmine tase

Rootsi keel: keskmine tase

Prantsuse keel: algaja

**Tunnustused:**

10/2000-7/2001 –	stipendium õppimiseks Konstanzi Ülikoolis, Herbert- Quandt-Foundation (Altana AG);
10/2002-7/2003 –	stipendium õppimiseks Konstanzi Ülikoolis, DAAD;
10/2003 –	Konstanzi Ülikooli Vilistlaste Ühingu (VEUK e. V.) tunnustus silmapaistvate tulemuste eest väliüliõpilastena.

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